

ARLINGTON
ECONOMIC DEVELOPMENT
SERVICE TEAM
2008 Business Plan

LEADING OUR COMPETITIVE SPIRIT



INTRODUCTION

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- Four – Enhance Arlington's Quality of Life
- Five – Promote Cooperation and Inclusiveness

⇒ DESIRED OUTCOME: City Council Priority to make Arlington a pre-eminent convention and tourist destination

⇒ CONTEXT: Fast Facts, Regional and National Context, Current Challenges

⇒ INDICATORS OF PERFORMANCE

⇒ INITIATIVES FOR FY 2008

⇒ FOCAL POINTS: Arlington Convention Center, Arts and Culture

RESOURCES

INTRODUCTION

CITY OF ARLINGTON VALUES, MISSION, VISION



CITY VALUES:

Responsiveness – Respectful – Innovative – Committed – Integrity

CITY VISION:

Arlington is committed to being a pre-eminent city, providing an exemplary environment in which to live, learn, work, and play.

CITY MISSION:

The mission of the City of Arlington is to enact the will of the people through their active, inclusive participation and to provide the services they demand in a quality, cost effective manner.

INTRODUCTION

ECONOMIC DEVELOPMENT SERVICE TEAM

Leading Our Competitive Spirit



TEAM VISION:

Arlington is a community of choice, known for its thriving neighborhoods, commercial and entertainment districts, well maintained infrastructure, good jobs, quality housing choices, and educated workforce.

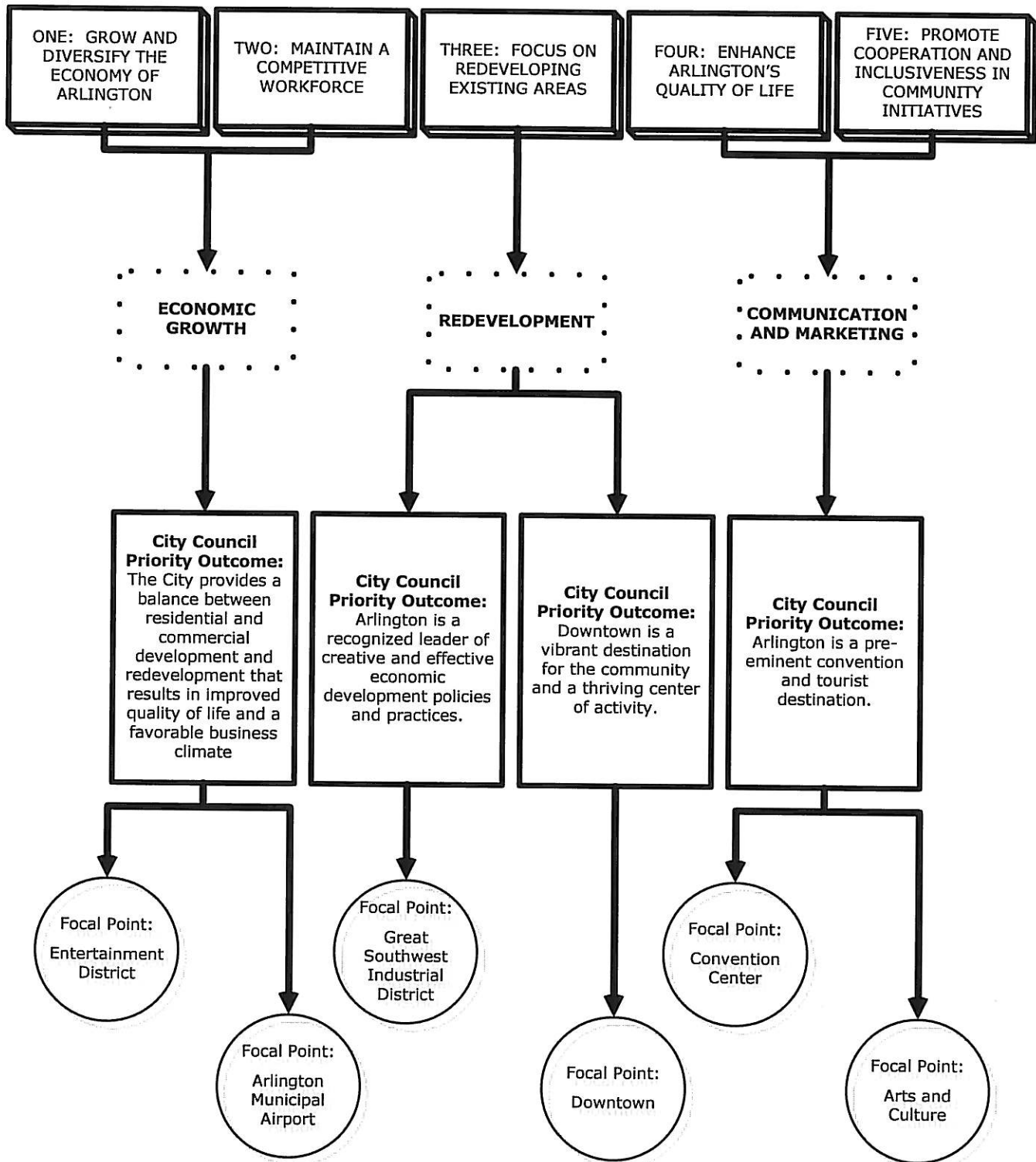
TEAM MISSION:

The mission of the Economic Development Service Team is to strengthen our competitive future by creating a community environment and customer service spirit that attracts new residents, consumer spending, quality investment, and job creation led by the private sector.

INTRODUCTION

GOALS OF THE CHAMPION ARLINGTON STRATEGY

Arlington's strategic framework is to connect all stakeholders in understanding current challenges and then developing cohesive plans to address them. Details are described in the *Champion Arlington Strategy*. Five key goals form the fundamental framework for current economic development activities:



INTRODUCTION

SELECTED 2006-2007 HIGHLIGHTS



Dallas Business Journal



Balance Between Residential and Commercial Development

BEST REAL ESTATE DEALS OF THE YEAR 2006

Three Arlington development projects were recognized by the Dallas Business Journal as some of the Best Real Estate Deals of the Year 2006. These projects competed with over 400 nominations for 17 development and real estate categories.

- Best New Development in Retail: Arlington Highlands
- Best Announced Deal of 2006: Glorypark
- Best Land Deal of 2006: Lakes of Bird's Fort

NCTCOG RETENTION

The North Central Texas Council of Governments (NCTCOG) was considering relocation to another site within the Metroplex. The potential impact was a loss of over 285 jobs and the loss of the region's "county seat". A creative public-private partnership resulted in the purchase and renovation of an additional Centerpoint Three building. NCTCOG now occupies two buildings within the complex and has the additional space needed for their growth.

Creative and Effective Economic Development Practices

THE 2007 PARTNERSHIP AWARD

The Greater Fort Worth Builders Association presented its 2007 Partnership Award to Arlington Mayor Pro Tem Ron Wright. The Partnership Award recognizes a city or county official who has stimulated or fostered a strong partnership between the construction industry, municipal government and the community. The award recognizes the direct and indirect benefits of new home construction and advocates for reasonable city policies, codes, and ordinances that impact the building industry.

City Council authorized the execution of a land lease for the **\$5M private development of hangar and office facilities** which will potentially be the base for 24 additional medium to large corporate jet aircraft.

NEW HANGAR DEVELOPMENT



INTRODUCTION

Downtown: a Vibrant Destination

VANDERGRIFF LOFTS AND OFFICES

The Vandergriff Lofts and Offices is a mixed-use and adaptive reuse development. Historic preservationists consider the Vandergriff Building to be the only intact, pre-1930 commercial building in Arlington. Built in 1927, the building features what is best described as a Mission Eclectic style architecture. Its original use was as a Chevrolet dealership.



Pre-Eminent Convention and Tourist Destination



INTERNATIONAL PROTOCOL OFFICE

The City established the International Protocol Office in 2007 to enhance Arlington's international presence through event participation and stakeholder relationships and to serve as support mechanism to further informational economic development efforts. The Office has already assisted in hosting delegations from Kenya and China.

THE 2006 VISION AWARD

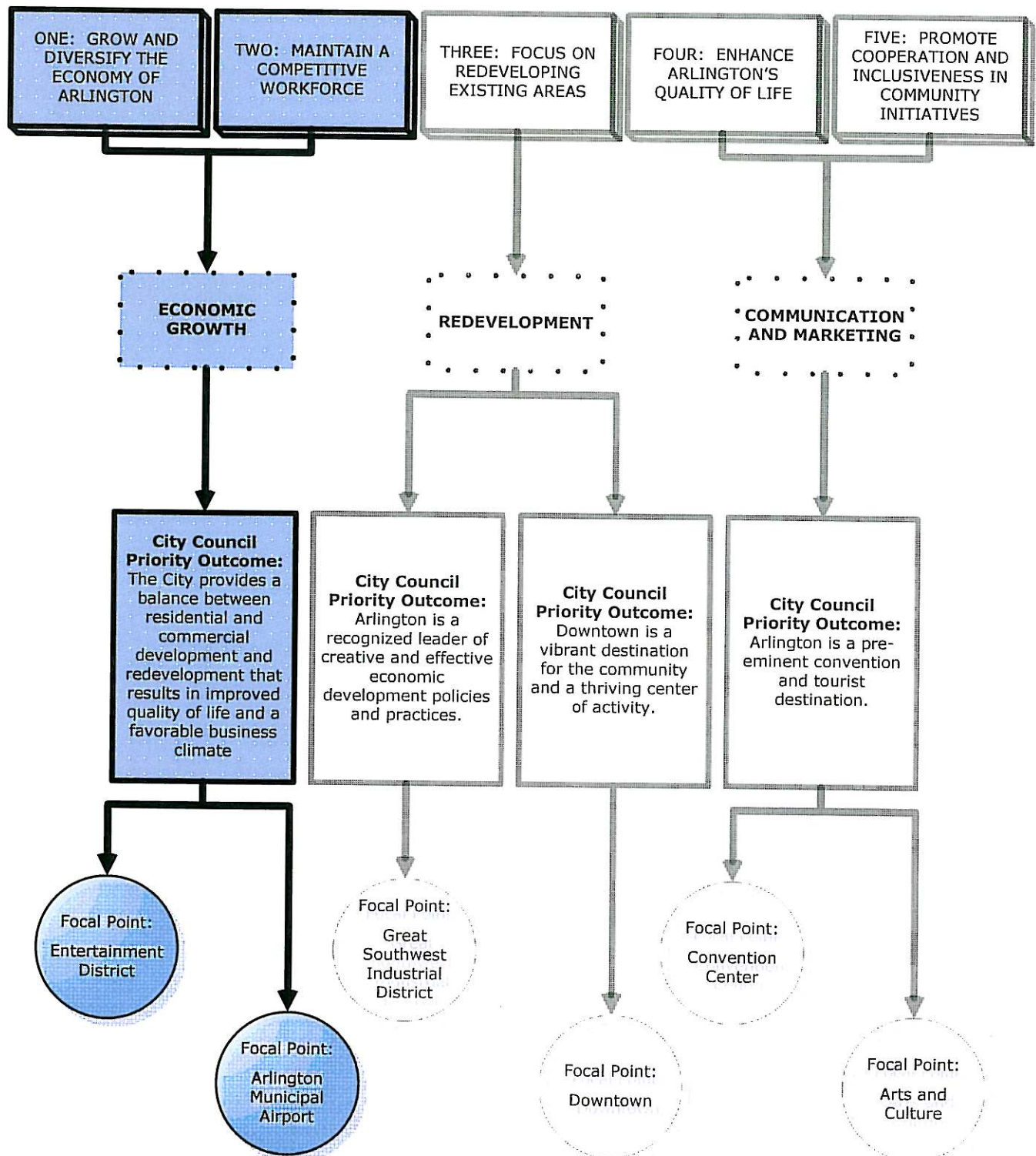
The City of Arlington received recognition from the American Subcontractors Association for the Dallas Cowboys Stadium project and the economic development vision for northeast Arlington. The Vision Award is judged on a number of factors, including project size, design, appeal, and community adaptation. Past recipients of the Vision Award have included the Dallas Fort Worth International Airport Terminal, Gaylord Texas, Radio Shack Corporation headquarters and the Hillwood Capital Victory Center.

COWBOYS STADIUM

The City of Arlington is proud to be the new home of the Dallas Cowboys, which will host the Cotton Bowl beginning in 2010 and Super Bowl XLV game day festivities in 2011. The stadium will have a capacity of 100,000 fans when it opens in 2009. The stadium will be utilized for a variety of additional sports and entertainment events, drawing crowds that may be the impetus for the construction of additional hotels and restaurants that will benefit the convention center as well.



GOALS OF THE CHAMPION ARLINGTON STRATEGY



ECONOMIC GROWTH

Champion Arlington Goal One:

Grow and diversify
the economy of Arlington

Champion Arlington Goal Two:

Maintain
a competitive workforce

City Council Priority Outcome:

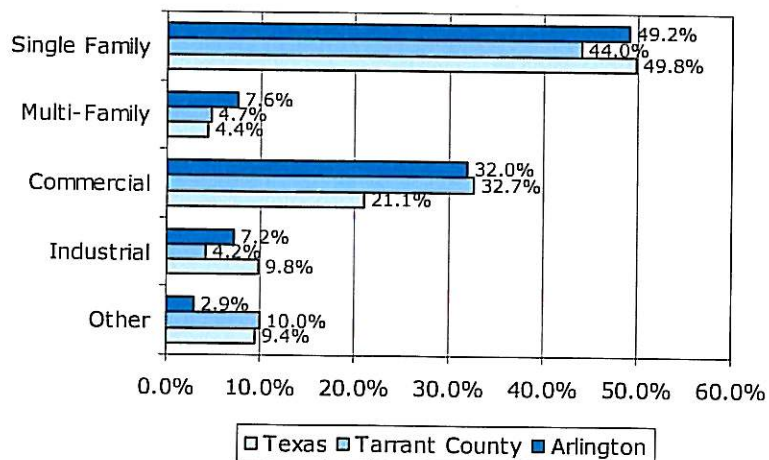
The city provides a balance between
residential and commercial development and redevelopment
that results in improved quality of life and a favorable business climate.

Arlington has a higher percentage of land devoted to residential uses (especially single family) than to commercial. Creating higher land values through increased commercial development helps cover the cost of services and makes increases in service possible, which attracts business, in an upward cycle. In addition to market context, actions by the City and schools impact commercial development: zoning, design standards, development review, support for workforce training, business incentives, and capital investment.

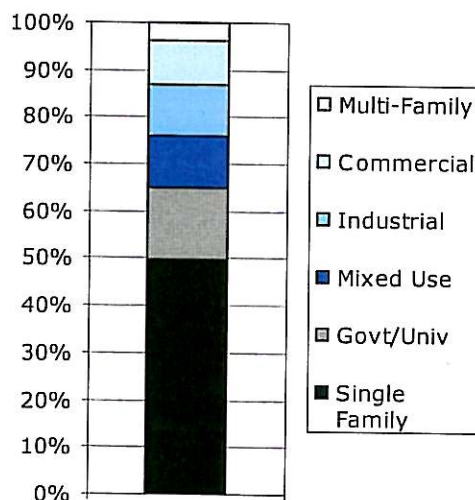
Context

FAST FACTS:

Taxable Value by Property Type, 2004
Source: Texas Comptroller of Public Accounts



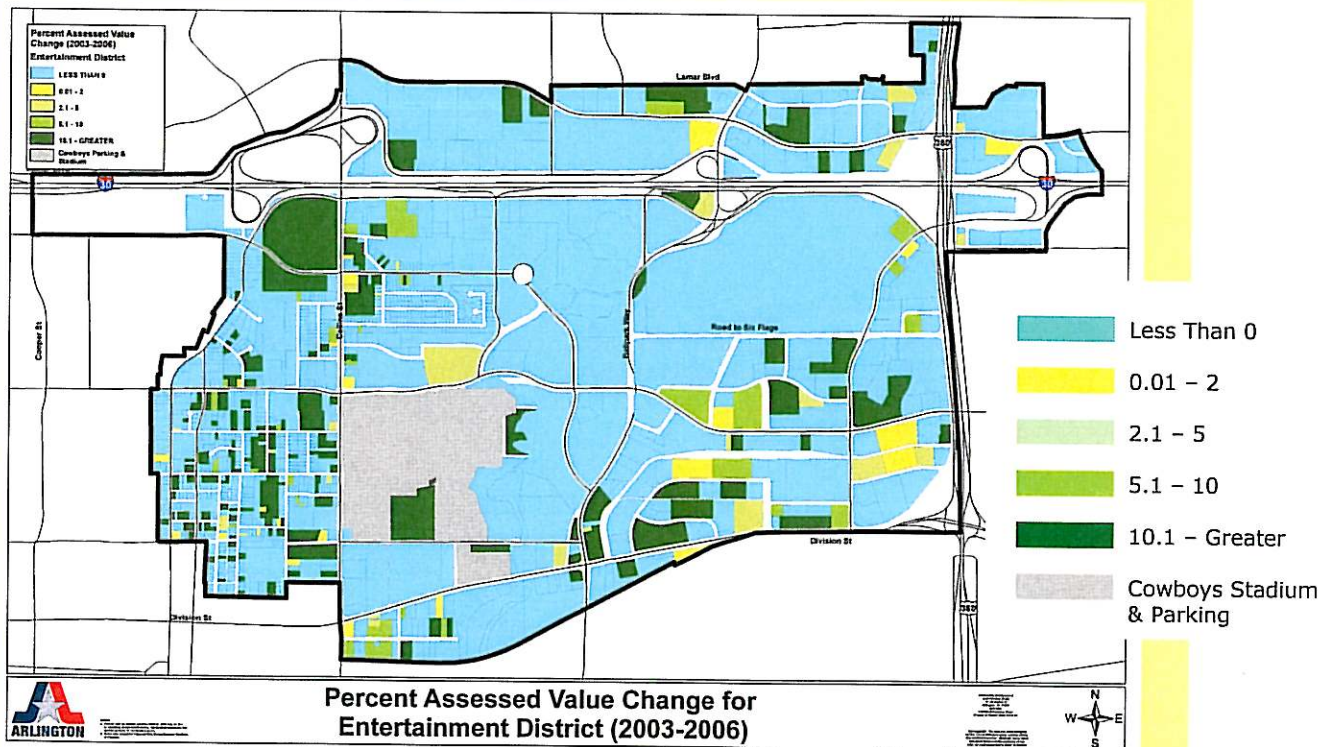
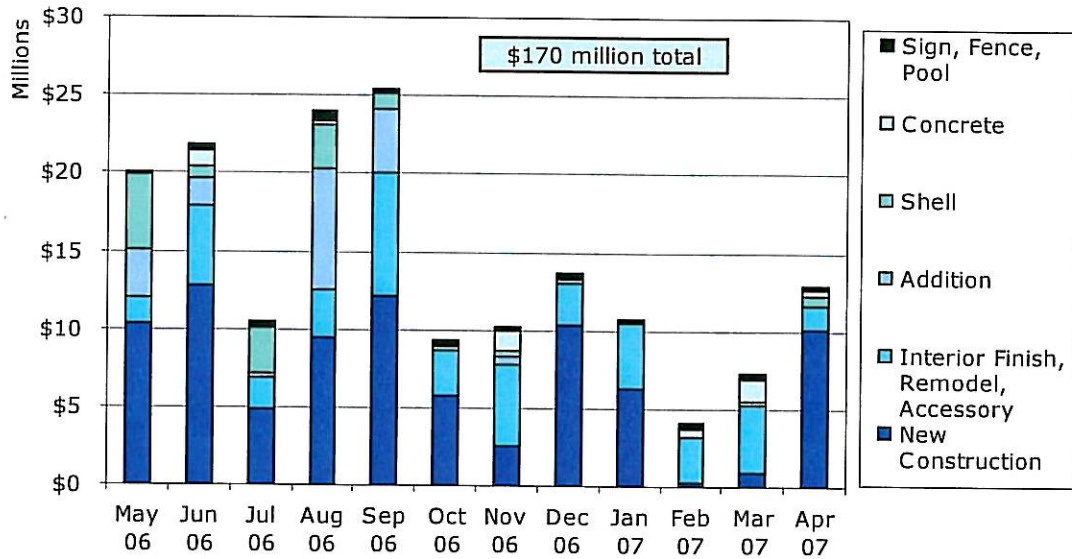
Current Zoning (approximate)



ECONOMIC GROWTH

FAST FACTS:

Total Commercial Valuation by Permit Type
May 2006 - April 2007



ECONOMIC GROWTH

FAST FACTS

2006 HOUSING AFFORDABILITY INDEX

Many homes in Arlington are in the price range considered "affordable" at low income levels. This is both good and bad; many people need affordable housing, but businesses considering moving to the city may go elsewhere if they need assurance of more available disposable income and City services such as street repair in order for their business to flourish.

MLS	2006 Median Home Price	Required Income to Qualify	Median Family Income	HAI*	HAI for First Time Home Buyers**
Arlington	\$130,600	\$31,371	\$63,400	2.00	1.32
Collin County	\$192,900	\$46,868	\$99,609	2.13	1.29
Dallas	\$158,200	\$38,437	\$65,500	1.70	1.17
Denton County	\$161,600	\$39,263	\$74,480	1.90	1.14
Fort Worth	\$117,700	\$28,597	\$63,400	2.22	1.56
Irving	\$125,000	\$30,371	\$65,500	2.16	1.27
Texas	\$143,000	\$35,179	\$54,300	1.54	1.05
US	\$221,900	\$54,139	\$59,600	1.10	.62

Source: Real Estate Center at Texas A&M University

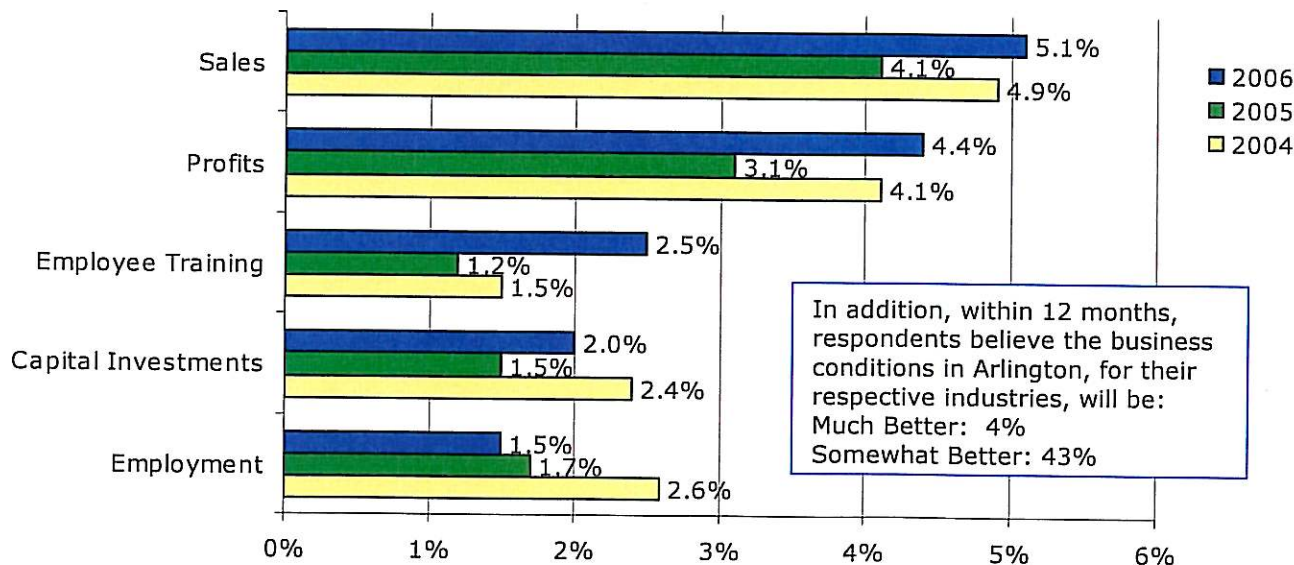
*The HAI is the ratio of the median family income to the income required to buy the median priced house using standard mortgage financing at the current interest rate. A HAI of 1.00 indicates that the median family income is exactly equal to the income required to qualify for the standard loan to purchase the median priced house.

**First time home buyer is assumed to purchase a home equal to the first quartile home price using a 90% home loan at an interest rate 0.5% greater than the standard current rate.

REGIONAL AND NATIONAL CONTEXT

BUSINESS LEADERS SEE A BRIGHT FUTURE

Each year, area business leaders predict their expected increase in the activities shown below. They predicted a much better year in 2006 than 2005.



Source: UTA College of Business Administration

ECONOMIC GROWTH

REGIONAL AND NATIONAL CONTEXT

REGIONAL ECONOMIC TRENDS

The US economy continues to grow at a moderate pace in the first part of the second quarter of 2007 with generally healthy retail sales and increased hiring. For the Dallas-Ft. Worth-Arlington Region, the Federal Reserve Bank reports the following:

- "Moderately Strong" Economic Growth
- Sales were "disappointing and below expectations in consumer spending and tourism"
- "Soft" local housing markets and high cancellations for new home sales
- Auto sales steady and unchanged; Solid demand for IT services
- Strong demand for corporate legal services and accounting
- Only region to show an increase in the trucking industry
- Industries producing for the residential construction market were weak
- Strong demand for industrial space, especially warehouse space
- Positive commercial construction activity; Strong commercial lending
- Rising prices for raw materials; Cost of construction materials and food is increasing

EMPLOYMENT GROWTH BY INDUSTRY

	Dallas-Plano-Irving	Fort Worth-Arlington	Texas
2006 Total Employment Growth			
Employment Growth 2006 (% Change)	3.7	3.0	3.3
Unemployment Rate 2006 (% Change)	4.8	4.7	4.9
Net Job Change In 2006	72,200	24,100	318,300
2006 Employment Growth By Sector (% Change)			
Natural Resources, Mining, Construction	5.3	6.9	7.5
Manufacturing	1.8	2.9	3.2
Trade, Transportation, Utilities	2.0	1.8	2.5
Information	0.0	-2.4	-0.4
Financial Activities	4.2	0.8	2.6
Professional and Business Services	8.2	5.3	6.0
Educational and Health Services	5.2	6.5	2.0
Government	2.5	1.6	1.7

Source: Texas Workforce Commission and Real Estate Center at Texas A&M University

CURRENT CHALLENGES

- Establishing a fully staffed Economic Development Office
- Continued high costs of steel and concrete, affecting cost of development
- Slower growth of residential market
- Strong Neighborhood Initiative for the Lamar/Collins Street area
- Implementation of "Super Freeport"

Indicators of Performance

MEASUREMENTS

Expand the current Business Retention and Expansion program

Collaborate with Arlington's minority chambers to promote the Champion Arlington strategy

Establish targeted business and industry clusters for logistics and trade, and professional and information services

Continue to work to promote the development of housing

Work to secure financial support for economic development initiatives from local, state, and national revenue sources

RECOGNITION AND ACCOMPLISHMENTS

ARLINGTON CHAMBER OF COMMERCE INNOVATIVE CAREER AND BUSINESS DEVELOPMENT



The Texas Workforce Commission awarded a \$1 million grant to promote career awareness for the Advanced Manufacturing Cluster. The Chamber along with Work Solutions (Tarrant County Workforce Board), UTA and TCC were awarded the grant last fall to implement the National Association of Manufacturers' Dream it Do it campaign which provides young people in Arlington a clear picture of the opportunities that a career in manufacturing has to offer.

The Chamber received approval from the UT System to operate and manage the Arlington Technology Incubator thereby streamlining the process to get technologies developed at UTA commercialized and in the market quicker. In addition to UT's approval, the Chamber also was awarded nearly \$900,000 by HUD to renovate the incubator building to co-locate the Center for Entrepreneurial Development. Construction is expected to start this summer.

In addition to the University of Texas at Arlington and Tarrant County College, Arlington is home to innovative programs for workforce and business development, for example: Center for Continuing Education and Workforce Development offers job training and job search assistance, specializing in four target industries: Advanced Manufacturing (Including Aerospace), Logistics and Transportation, Life Sciences, and Hospitality.

ECONOMIC GROWTH

RECOGNITION AND ACCOMPLISHMENTS

ESTABLISHING FUTURE DEVELOPMENT STANDARDS

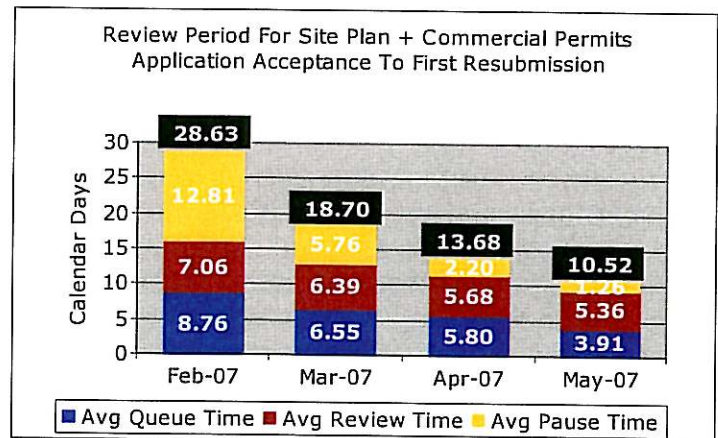
Commercial Design Standards were created for all new commercial structures under 50,000 square feet, in the "O", "NS", "LS", & "CS" zoning districts.

A new **pedestrian infrastructure and capital plan** for the downtown area and adjacent residential areas specifies the types of pedestrian facilities that are needed in specific locations, and provides reasonable cost estimates for future budgeting purposes.

Glorypark Planned Development Ordinance sets out the unique requirements and design elements for the Glorypark mixed use development.

The **Village on the Green at Tierra Verde ("VG") Overlay District** was established to provide an area which will be a financially and environmentally sustainable community memorable for its rural character, village-like atmosphere, mix of high quality housing options and complementary commercial activity.

ONE START DEVELOPMENT CENTER



Opening of the One Start Development Center at City Hall demonstrates a complete makeover of the Community Development and Planning Department in philosophy and technology. A customer's first stop is the Information Desk where they are greeted by a Professional of the Day who directs them through the development process, which includes permitting, building inspection and plan review. Developers can immediately conduct business without having to schedule an appointment. The new One Start Center is also staffed by employees with development experience in water utilities, health, information systems, public works and fire inspection.

RECOGNITION AND ACCOMPLISHMENTS:

SURPASSING OTHER MIXED USE IN THE METROPLEX: VIRIDIAN

The City of Arlington TIRZ Number Six is proposed to facilitate a new master planned development that will include 3,700 single-family residential units, 800 multi-family units, and 3.5 million square feet of mixed-use commercial development that will include retail and small office land uses. Other improvements proposed in this plan include land dedicated for parks and open space, a new fire and EMS station, and light rail and bus transit (BRT) projects. The Zone's projected costs are primarily related to floodplain mitigation, reclamation, and conservation as well as construction of roadway and drainage facilities necessary to support this development. The project is expected to include \$1 billion in residential capital development, \$395 million in commercial capital development, and \$271 million in public infrastructure development.



ARLINGTON HIGHLANDS - A "lifestyle center," an open-air design that combines big-box retailers with smaller merchants and encourages shoppers to walk from store to store. The center will have more than 110 stores with more than 800,000 square feet of space.

ECONOMIC GROWTH INITIATIVES FY 2008

New Investment

- Upgrade Convention Center North Entrance and Sign Technology

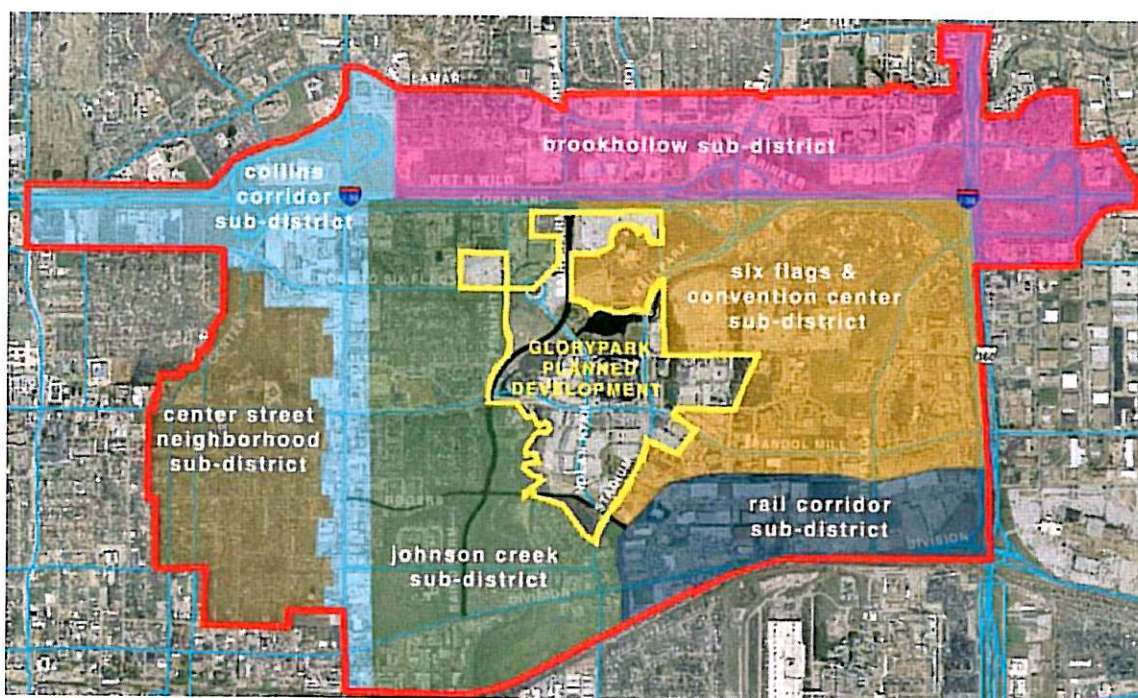
Existing Resources

- Evaluate creation of a Local Government Corporation to Facilitate Appropriate Economic Development Projects
- Coordinate TIRZ Board Management and Reporting
- Evaluate and Develop Express Plan Review Option
- Facilitate development of Viridian through zoning, TIRZ and Municipal Management Districts, annexation, 404 Permit, and infrastructure construction
- Chamber of Commerce
 - Continue Building, Organizing, and Managing Targeted Industry Cluster Initiatives
 - Establish International Business Development Activity
 - Maintain Arlington Isites
 - Manage Incubator and Entrepreneur Center
 - Manage Contracts to Develop Capacity with Minority Chambers
 - Create SCORE Chapter
- Develop marketing strategy and recruitment materials

Focal Point: Entertainment District

FAST FACTS

The Entertainment District currently lacks a unique identity or sense of destination as a district. In November 2006, the City authorized the creation of development standards for the area shown below. The Entertainment District has been subdivided into a series of development Sub-Districts with development and re-development restrictions that will be necessary to achieve their collective individuality. The development standards have been written to define specific standards necessary towards the creation of a mixed-use, pedestrian oriented development.



CURRENT CHALLENGES

- Facilitating private investment in the district
- Funding public infrastructure improvements
- Providing greater flood protection along Johnson Creek
- Transportation and parking for Cowboys Stadium and Glorypark Development
- Additional quality hotel rooms for Convention Center to attract larger events

INDICATORS OF PERFORMANCE

- Construction of Glorypark Phase One
- Start of construction on Johnson Creek
- Increase in new, quality investment in the District

ECONOMIC GROWTH

TRACKING PROGRESS

	Cowboys Stadium	Glorypark	Johnson Creek	Infrastructure
2007	seating bowl, steel arches	groundbreaking, begin vertical construction	final engineering documents, Corps permit, begin construction	sections of Baird Farm Road and city sewer, bid Three Bridges project, begin fiber optic installation
2008	roof	vertical construction	finish construction	sections of Baird Farm Road, bid Stadium Drive
2009	field slab, scoreboard, first home game	grand opening of Glorypark and hotel		complete Stadium Drive and major milestones for Three Bridges

TRAFFIC MANAGEMENT CENTER IN THE ENTERTAINMENT DISTRICT

With the Traffic Management Center located at the Rangers Ballpark, the City is building the most advanced traffic management system in the nation while helping to reduce air pollution. In the center, City engineers will be able to adjust the timing of traffic signals, watch for accidents and stalled vehicles, and better coordinate with TxDOT traffic management officials who handle the freeways. The Police Department will also monitor public safety from their security cameras.

*This area is intended to facilitate the creation of
a rich tapestry of neighborhood identities,
encouraging new development and redevelopment.*

- Arlington Entertainment District Development Standards, 06/06/07 Draft, RTKL

ENTERTAINMENT DISTRICT INITIATIVES FOR FISCAL YEAR 2008

Existing Resources

- Complete Traffic Management Plan
- Establish Design Standards for the District
- Initiate Glorypark Phase Ia
- Initiate Johnson Creek Conservation Plan Construction
- Create Sustainable Funding Strategy and Management for Johnson Creek Maintenance
- Develop definitive agreement to install Calum Moor Stones

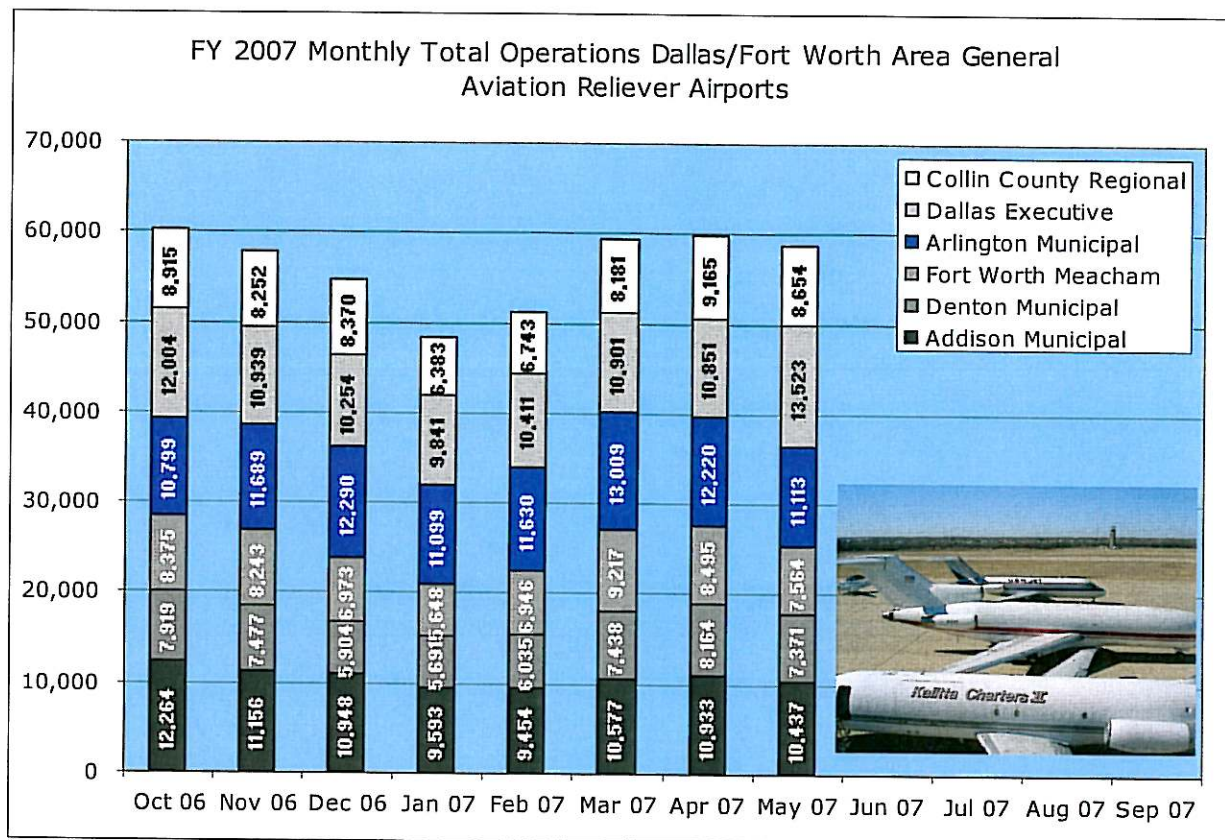
ECONOMIC GROWTH

Focal Point: Arlington Municipal Airport

FAST FACTS:

FAA classifies Arlington Municipal Airport as a Reliever Airport, which makes the airport eligible for improvements to accommodate larger general aviation business jets. A formal economic impact study in 2002 estimated the total direct and indirect impact of Arlington Airport on local economy: 1,023 jobs, \$125.8 million injected into the economy (includes direct effects of payroll and sales and indirect effect of visitor spending, both of which lead to off-airport payroll and sales. Most reliever airports generate less than 50 million in total impacts and create fewer than 500 jobs including both direct and indirect effects.

23 aviation-related businesses on the airport property and a flight testing facility create 425 full-time on-airport jobs. Approximately 100 acres of lease land available for private aviation related commercial and industrial development.



Corporate airport use is the fastest growing segment of aviation - some traditional airline passengers have switched to corporate aircraft market after 2001 due to time lost due to security measures and airport congestion. - Airport Master Plan Ph 1, Coffman Asso. Airport Consultants, Dec. 2006

ECONOMIC GROWTH

COMPETING THROUGH AMENITIES

- Airport operations and Fixed Base Operation services 24 hours/day 7 days/week
- 6080' X 100' concrete runway and parallel taxiway
- Runway and taxiway medium intensity lighting
- REIL - Runway End Identifier Lights, Runway 16 and 34
- PAPI - Precision Approach Path Indicators, Runway 16 and 34
- ILS - Instrument Landing System, Runway 34 to be operational December, 2007
- ATCT - Air Traffic Control Tower, hours of operation 7:00 AM to 9:00 PM CST

NEW AIR TRAFFIC CONTROL TOWER



State and local elected officials celebrated the opening of the new Air Traffic Control Tower at the Arlington Municipal Airport in October, 2006. The air traffic control tower is funded by a government/private industry partnership whose mission is to ensure an efficient network of control towers is maintained to provide safety to the users of the national space system. The Federal Contract Tower Program funds the personnel costs associated with the operation of the control tower. The FAA monitors and oversees all aspects of the tower program, including operating procedures and security. Traffic counts indicate Arlington is the busiest general aviation reliever airport in the DFW area and the 2nd busiest reliever in the state.

CURRENT CHALLENGES

- Construction of airport airfield and landside infrastructure soon enough to meet the demand expected from rapid economic growth e.g. Cowboys stadium, Glorypark, airport private development
- City and utility infrastructure west of the airport boundary needed for access to the airport's West Development Area for future commercial and industrial development
- Competition for grant funds
- Potential changes in federal legislation may lower the funding level of the Airport Improvement Program which could affect federal grants for airports

INDICATORS OF PERFORMANCE

150,000 aircraft operations - 100% hangars occupied - 75% cost recovery

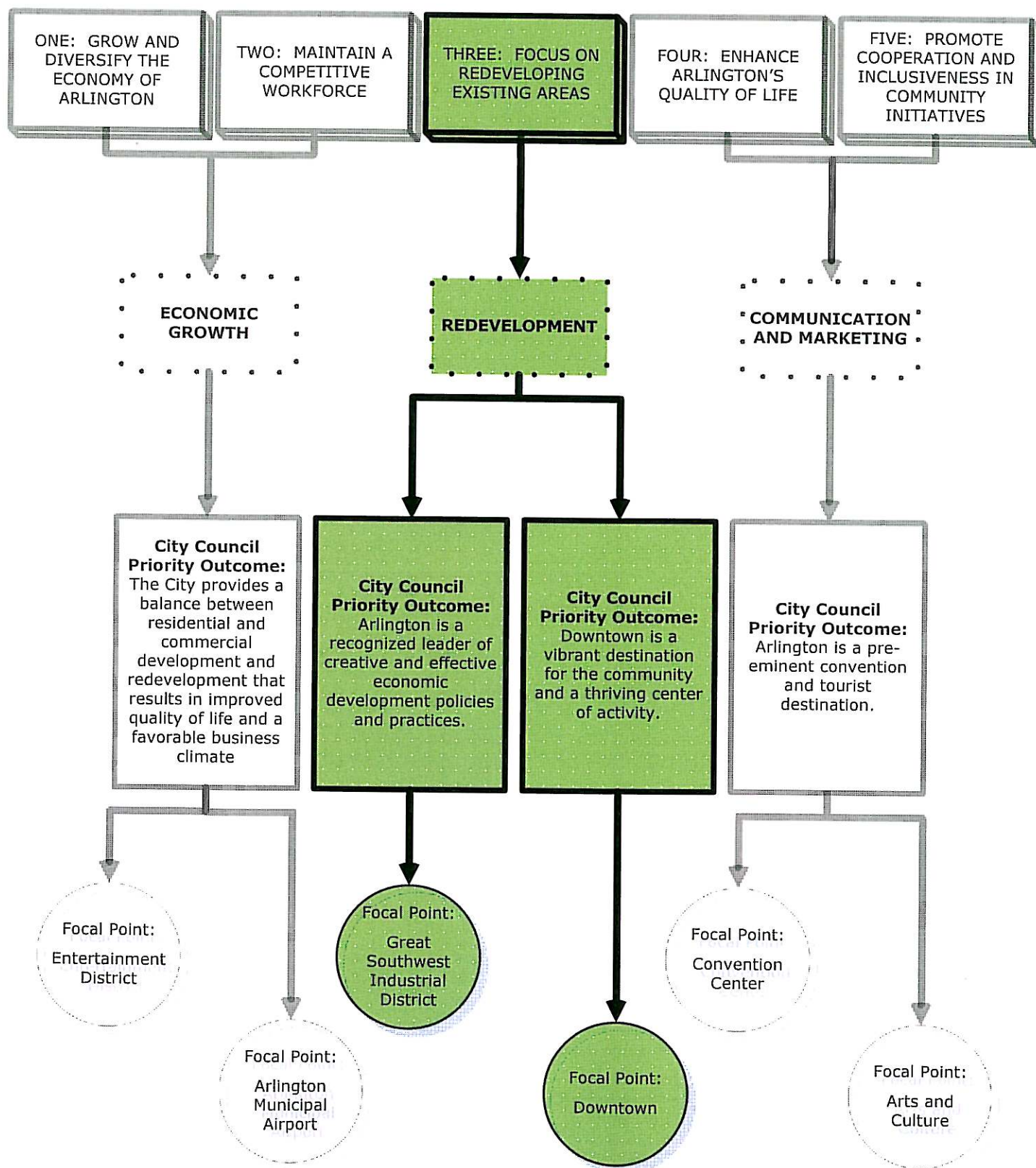
AIRPORT INITIATIVES FOR FISCAL YEAR 2008

Existing Resources

- Adopt New Master Plan
- Design New Terminal Building
- Complete Instrument Landing System and Pavement Rehabilitation
- Relocate and Reconstruct the Fire Damaged T-Hangar
- Facilitate South Center Street Extension

REDEVELOPMENT AND REINVESTMENT

GOALS OF THE CHAMPION ARLINGTON STRATEGY



REDEVELOPMENT AND REINVESTMENT

Champion Arlington Goal Three:

Focus on redeveloping
existing areas

City Council Priority Outcome:

Arlington is a recognized leader of
creative and effective economic
development policies and practices.

City Council Priority Outcome:

Downtown is a vibrant destination
for the community and a
thriving center of activity.

One of the most economical ways to add investment to a community is to redevelop existing land, since at least part of the needed infrastructure is already in place. Arlington developed at a low density level since so much land was available at the time. Now that the city is almost "built-out", developers are turning inward to re-build higher densities, not only increasing land value but variety of housing and commercial choices as well.

Context

FAST FACTS

Tax Increment Financing is a tool that local governments can use to fund needed structural improvements and enhanced infrastructure within a defined area. When developers make improvements, property values increase. In a TIRZ, the taxes on the increase in property values are set aside to fund specific improvements. Information on expectations for the Entertainment District (TIRZ #5) are shown below.

SELECTED TIRZ IMPROVEMENTS

Core Area Improvements

- Roads - \$19,464,255
- Water & Sewer - \$17,973,799
- Streetscape & Park - \$11,361,946

TIRZ Contribution - \$ 48,800,000

Johnson Creek Improvements

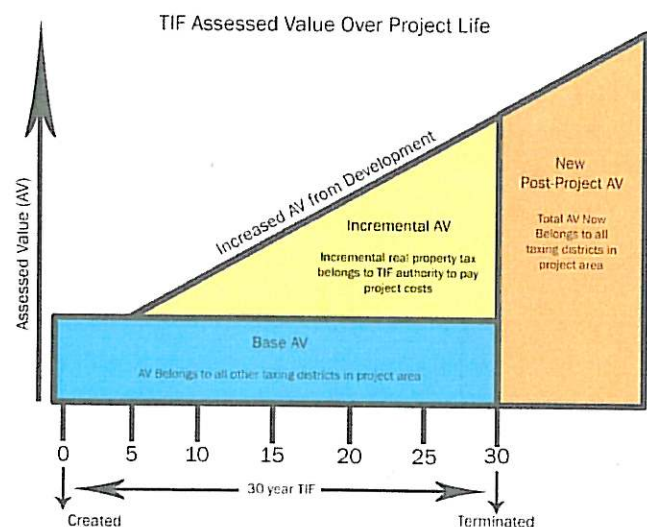
- Improve water quality and stabilize stream banks
- Encourage use of creek for passive recreation
- Provide additional flood protection

TIRZ Contribution - \$ 13,949,567

Neighborhood Improvements

- Unify the character of the district
- Cultivate a sense of community
- Foster a live-work-play lifestyle

TIRZ Contribution - \$ 6,227,485

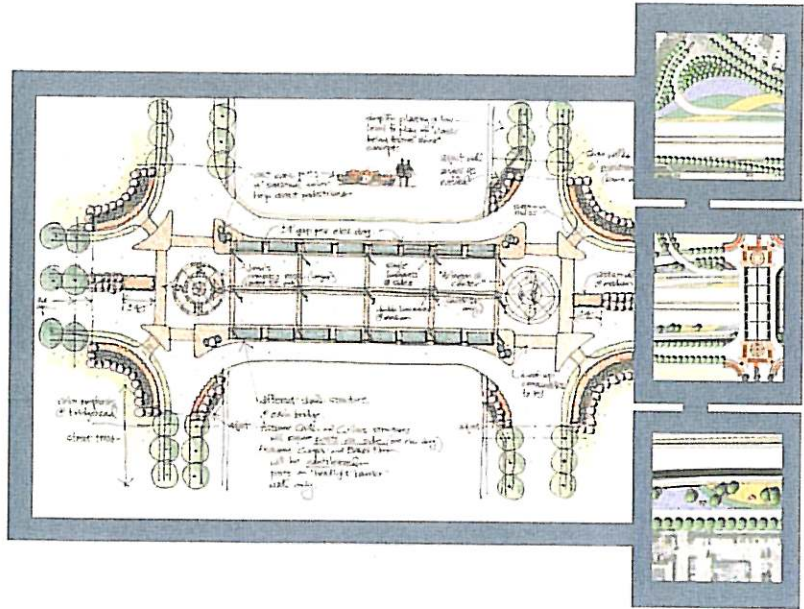


REDEVELOPMENT AND REINVESTMENT

FAST FACTS:

IH 30 IMPROVEMENTS: OPTIMIZING THE LAND WE HAVE

The Interstate 30/Three Bridges project will dramatically improve the traffic flow and access opportunities of I-30 in Arlington. The improvements, spanning from Center Street to Ballpark Way, will include the provision of additional freeway lanes, two new bridges, two replaced bridges, Texas U-turns, continuous frontage roads and an HOV lane.



REGIONAL AND NATIONAL CONTEXT:

To use Arlington's position as an inner-ring suburb in the Metroplex to its advantage, due to a shortage of land Arlington will have to focus on revitalization. To maintain competitiveness, Arlington must now take proactive steps – Champion Arlington Economic Development Strategy, 2006

AMERICANS' ATTITUDES TOWARD SMART GROWTH

In general, smart growth invests time, attention, and resources in restoring community and vitality to center cities and older suburbs. Smart Growth America contracted with Belden Russonello & Stewart in September 2000 to conduct a survey about Americans' attitudes toward Smart Growth. The survey revealed:

- Strong support for specific smart growth initiatives such as improving schools, roads, affordable housing and public transit in existing communities over new development in the countryside.
- Improved public transportation is a better answer to traffic congestion than building more highways
- American's trust local civic groups and local government more than developers and the federal government to make decisions about land use in their communities.

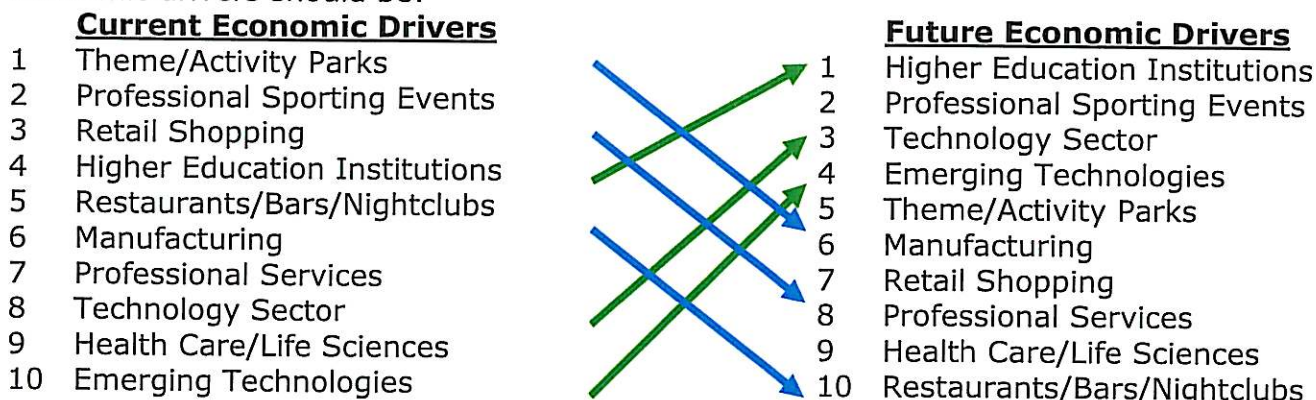
-- Belden Russonello & Stewart Research and Communications, 2000

REDEVELOPMENT AND REINVESTMENT

REGIONAL AND NATIONAL CONTEXT:

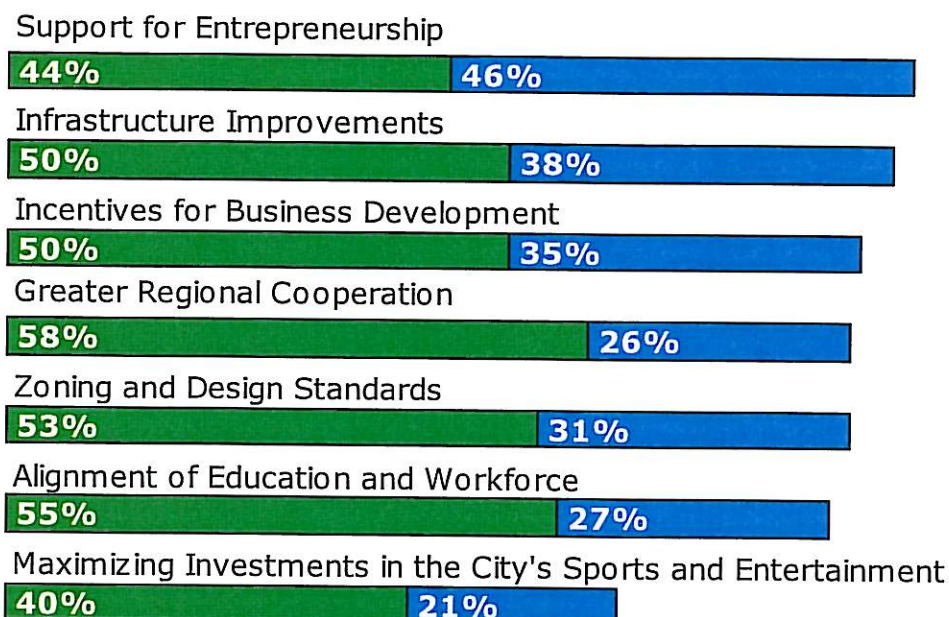
IMPACT OF PUBLIC POLICY ISSUES

Respondents' perceptions of Arlington's current economic drivers and what the future economic drivers should be:



Source: UTA College of Business Administration

Percentage of local business leaders who believe the following issues are "important" or "very important" for Arlington's Economic Future:



■ Important ■ Very Important

Source: UTA
College of Business

REDEVELOPMENT AND REINVESTMENT

REGIONAL AND NATIONAL CONTEXT:

IMPACT OF GEOGRAPHIC IMPROVEMENTS

Percentage of respondents who believe the following issues will have a "positive" or "very positive" impact on Arlington's economy:

Improvements for I-30 Interchanges



Relocation of the Cowboys Stadium



Proposed Stadium-Related Development



Highlands Town Center Development



Revitalization of Downtown Area



Repeal of the Wright Amendment



Proposed Ozone-Reduction Initiatives



■ Positive ■ Very Positive

Source: UTA
College of Business

ARLINGTON'S BROWNFIELD REDEVELOPMENT STRATEGIES

The U.S. Environmental Protection Agency's (EPA) Brownfields Program is designed to empower states, communities, and other stakeholders in economic redevelopment to work together to prevent, assess, safely clean up, and sustainably reuse brownfields. Brownfields are real property wherein expansion, redevelopment, or reuse may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.

- Brownfield redevelopment along with sustainable development is essential to the economic vitality of the City.
- Intended to encourage and facilitate the establishment of neighborhood amenities and foster employment opportunities to serve neighborhoods across the City.
- Special focus will be in areas of the community that are undergoing redevelopment or ripe for redevelopment, including the Entertainment District where the current home of the Texas Rangers and future home of the Dallas Cowboys are located, and the Downtown Arlington area.
- Outreach efforts to help raise awareness among the community on how identification and redevelopment of brownfield sites complement an overall community development strategy.

REDEVELOPMENT AND REINVESTMENT

REGIONAL AND NATIONAL CONTEXT:

CURRENT CHALLENGES FOR REDEVELOPMENT

- Encouraging higher value development necessary to offset the extra costs related to redevelopment.
- Implementation of alternative modes of transportation to comprehensively serve the entire city (rail, bus, bicycle, pedestrian) etc.
- Adequate infrastructure necessary to serve higher intensity uses.
- Funding for land assembly and demolition to assist in the redevelopment of targeted areas.

Indicators of Performance

MEASUREMENTS

Complete review of zoning and platting applications within 10 business days

Complete engineering review of construction plans within 20 business days

Complete review of commercial new construction and additions within 12 business days

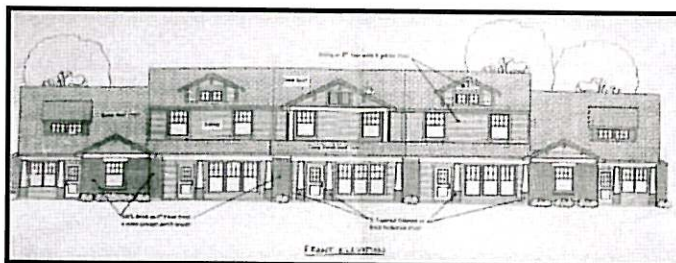
Complete review of all other building plans within 5 business days

Perform requested field inspections for all permit types within 24 hours or less

RECOGNITION AND ACCOMPLISHMENTS

CENTER STREET DEVELOPMENT PROJECT

The City of Arlington created a Neighborhood Revitalization Strategy Area (NRSA) as part of its 2005–2010 Consolidated Plan. Resources are concentrated in an NRSA to revitalize an area in need. The area is bordered roughly by Randol Mill, Collins, Abram and Davis. The City of Arlington has dedicated funding from the U. S. Department of Housing and Urban Development (HUD) to implement improvements in housing and economic development in the NRSA. The Center Street Town Home Project is one of the first new owner occupied housing activities resulting from these resources.



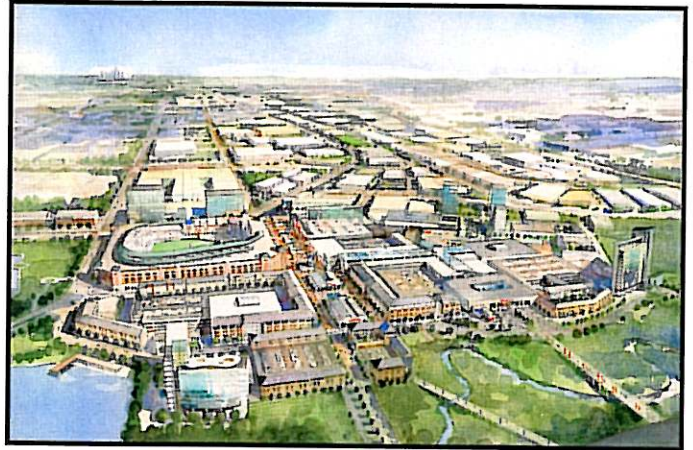
REDEVELOPMENT AND REINVESTMENT

RECOGNITION AND ACCOMPLISHMENTS

GLORYPARK:

Public/Private Partnerships for Redevelopment

Glorypark mixed use development will provide 900,000 sf retail and restaurants, 150,000 sf office space, and 300 residential units. Per a 2006 Economic Impact Study conducted by Economic Research Associates, Glorypark will generate stable year net annual revenue of \$4.3 million. Additionally, 7,825 full-time equivalent jobs will result from one-time (3,332) and ongoing operations (4,493) of the project. Approximately 1,900 of these jobs are projected to be filled by Arlington residents.



FORUM 303 MALL REDEVELOPMENT

- Demolition of the mall and construction of 1.1 million sf office/warehouse space
- Total Phase I estimated taxable value of \$55 million
- Estimated 301 jobs: 5% Executive, 15% Mid-Level, 80% Entry Level

The project will remove a blighted, environmentally unsafe facility and redevelop the site into a quality logistics complex.



REDEVELOPMENT AND REINVESTMENT

RECOGNITION AND ACCOMPLISHMENTS



NEW INVESTMENT IN PROGRESSIVE, INC

Progressive, Inc. is a wholly-owned subsidiary of Heroux Devtek, a Canadian company. The company produces parts for Lockheed Martin's Joint Strike Fighter (JSF) F-35 Lightning II, teaming with eight partner nations. Considerable demand arose for business to be done in countries designated for industrial participation, including Italy, Turkey, and Canada. To produce the quantities of parts required, Heroux Devtek needed to invest in a new building, equipment, personnel, and infrastructure to meet the demands of this state-of-the-art program. The company had two aerostructure sites: one in Dorval, Quebec, Canada and the site in Arlington. Both had land available for expansion and competed for the program. The City worked out a tax abatement with Progressive and this location was awarded the business. Progressive plans to invest \$11.9M in improvements and real property and \$28.6M in precision machinery and equipment, and hire more than 100 additional local employees.

REDEVELOPMENT AND REINVESTMENT INITIATIVES FY 2008

New Investment

- Create a Housing and Redevelopment Strategy
- Legal Fee Support to Update Impact Fee Program

Existing Resources

- Update the Zoning Ordinance, Subdivision Rules and Regulations, Comprehensive Plan, Impact Fee Program, and Residential Design Standards
- Implement Brownfields Community-wide Assessment Grants
- Facilitate Redevelopment of Forum 303 Mall
- Secure Significant Investment in the Lamar/Collins Overlay and Support the North Arlington Strong Neighborhood Initiative

REDEVELOPMENT AND REINVESTMENT

Focal Point: Great Southwest Industrial District

FAST FACTS:

State legislation has passed authorizing the creation of a Municipal Management District for the GSW. Such districts are political subdivisions of the state, and can assess property taxes on commercial property within the district to fund services other than standard city services. The Great Southwest Industrial Park Association is a 501(c)(3) professional association dedicated to the promotion and maintenance of the Great Southwest Industrial Park.

Vacancy rates are available for Arlington industrial properties plus the entire Great Southwest Industrial District (including the portion not in Arlington). Vacancies have declined from 17.3% in the fourth quarter of 2004 to 11.4% in the first quarter of 2007. Arlington GSW vacancies are concentrated in large buildings that are highly visible within the market.

Today, GSW represents over \$440 million in real property value, over 12.6% of Arlington's commercial real property value.

Of the \$8.2 million allocated in the 2003 street bond election, \$2.4 million has been spent to date. At the time of the election, the overall need was estimated at \$24-\$28 million. The widening of Randol Mill which is in the design phase is the only project currently funded.



Both [City of Arlington and City of Grand Prairie] concluded that the Park was still an extremely viable and productive location with the necessary infrastructure to accommodate new growth.

– Great Southwest Industrial District Association website

REDEVELOPMENT AND REINVESTMENT

FAST FACTS:

COST TO IMPROVE STREETS

To 90+ Overall Condition Index

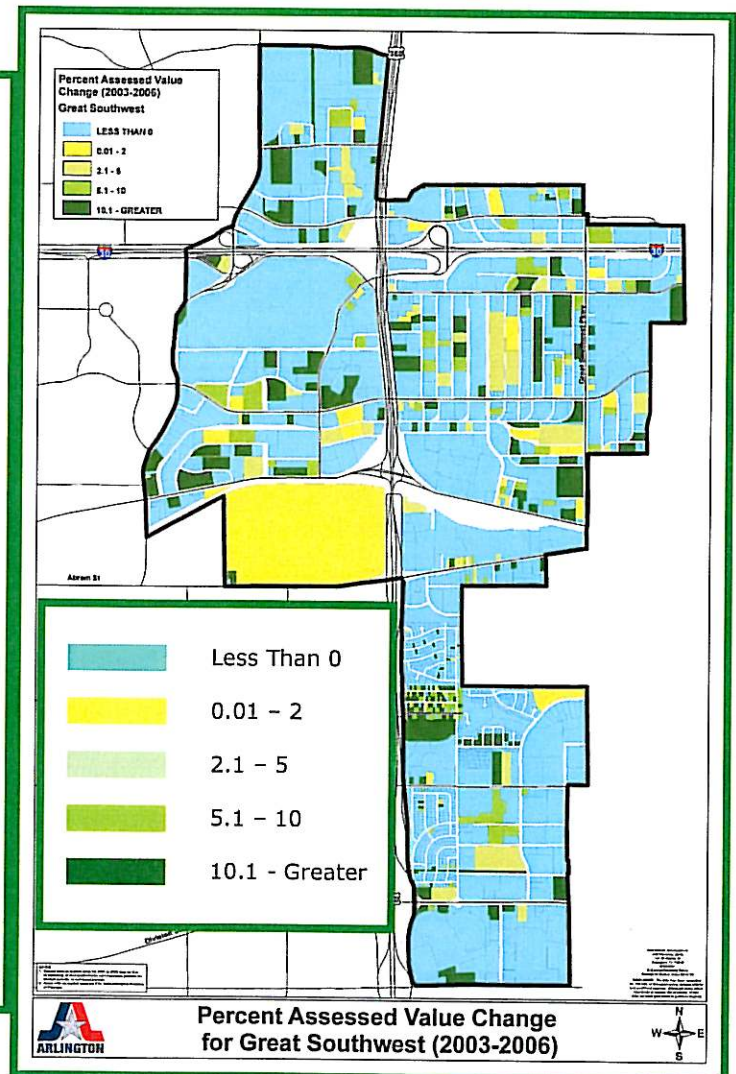
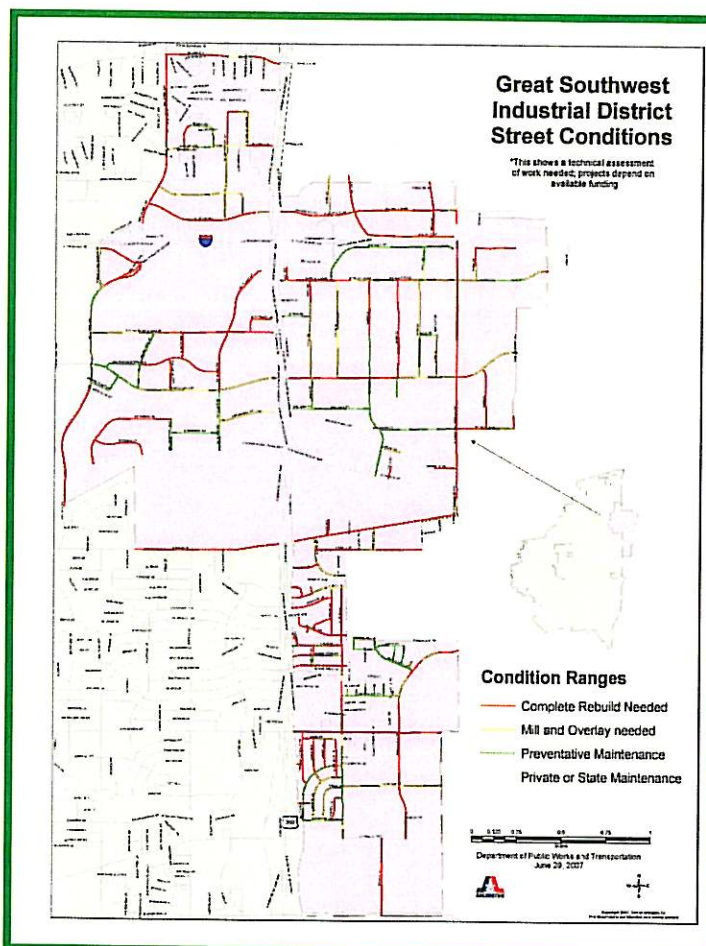
REPLACE EXISTING:

Concrete 87.11 lane miles \$11,504,000

Asphalt 61.49 lane miles \$4,621,000

REPLACE ALL WITH CONCRETE:

Concrete 148.6 lane miles \$30,924,000



REDEVELOPMENT AND REINVESTMENT

CURRENT CHALLENGES

From the Great Southwest Industrial District Vacant Building Inventory and Assessment

- Arlington Chamber Foundation, September, 2005

- Transportation Infrastructure needs repair and upgrade.
- Property Owners have avoided reinvestment, contributing to a downward spiral.
- Public Policy affects remodeling (ADA) and public perception.
- Building Structure and Configuration is Functionally Obsolete.
- Large imports use west-east rail and DFW is not located conveniently along the route.

INDICATORS OF PERFORMANCE

Retain 80% of businesses with a known lease expiration within the Great Southwest District.

Increase the real property value in the District.

GREAT SOUTHWEST INITIATIVES FOR FISCAL YEAR 2008

Existing Resources

- Determine Future of Existing Municipal Management District
- Dedicate Code Enforcement Officer
- Dedicate Economic Development Liaison Staff
- Repair and upgrade the local street network
- Recruit companies that utilize intermodal shipping containers on trucks
- Target local service companies that utilize smaller box and chassis style trucks
- Facilitate access for tractor-trailers carrying intermodal shipping containers
- Recruit light assembly and manufacturing operations since they are more flexible on ceiling heights and configuration of dock doors than distribution operations

REDEVELOPMENT AND REINVESTMENT

Focal Point: Downtown

FAST FACTS:

The Arlington Downtown Management Corporation, a nonprofit entity recently established by the private sector with funding support by the Arlington City Council, will focus on many economic development initiatives such as the implementation of the Downtown Unified Master Plan and city comprehensive planning concepts. The University's 1999-2020 Campus Master Plan and Planning Guide calls for closer ties to Arlington's downtown by creating welcoming entry points, establishing strong edges where the campus meets the surrounding community and providing new parking structures as well as additional apartments and residence halls. The University is growing even faster than it anticipated and in Fall 2003 had 24,979 students. In addition, Downtown Arlington is the government center for the area, housing most of the City administration and operations staff and will soon be home to the new Tarrant County Sub-Courthouse on Abram Street. The Arlington Technology Incubator, a joint venture of UTA and the Chamber of Commerce, is located in downtown. A large number of software and computer-related firms are also located there and a significant volume of fiber optic infrastructure is located in the heart of the downtown. - Downtown Management Corporation

INCENTIVES TO BUILD DOWNTOWN

Building Exterior Improvement Program

Reduced Cost Building Permits

Tax Increment Financing

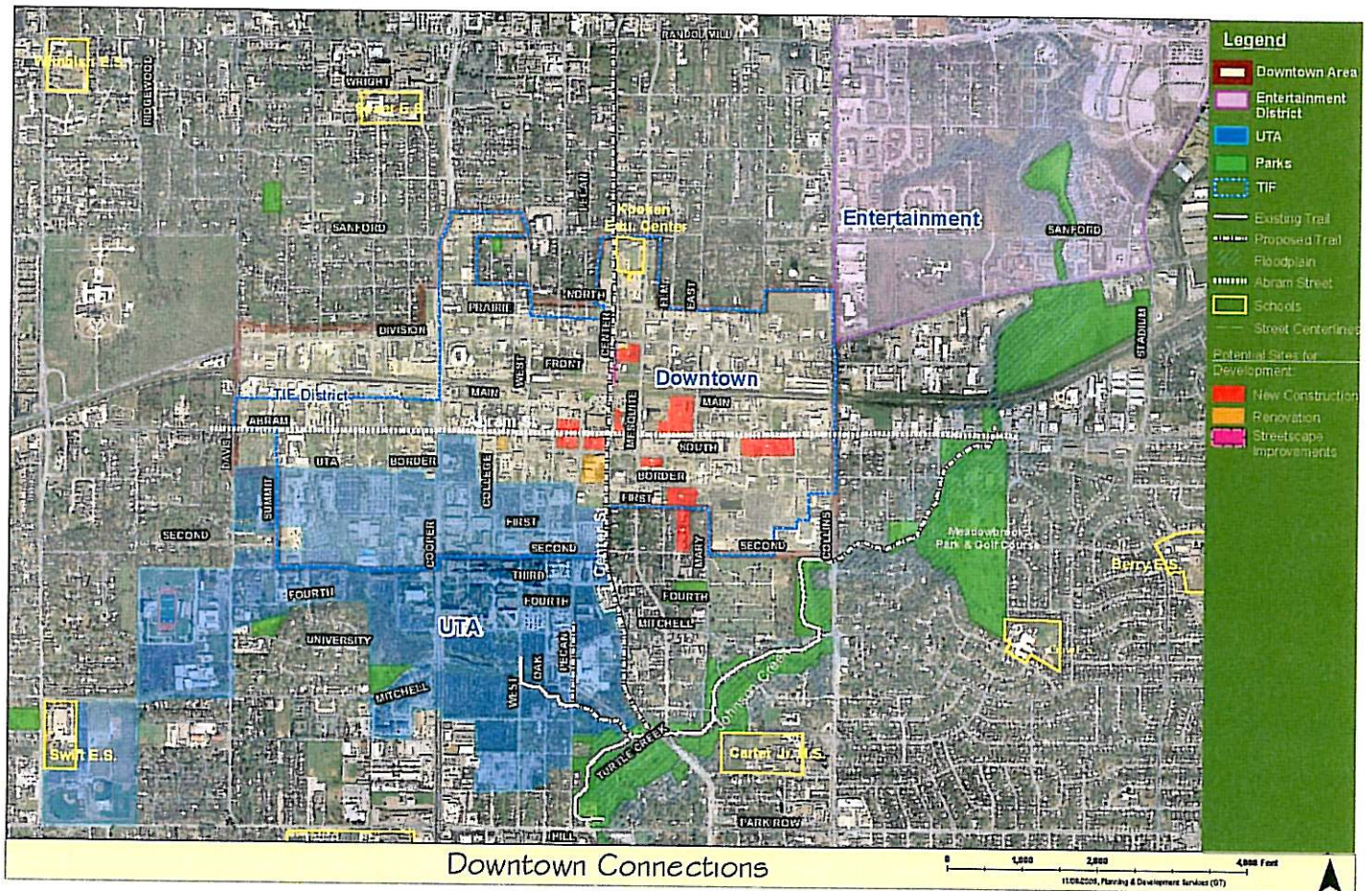
Tax Abatements

Enterprise Zone

REDEVELOPMENT AND REINVESTMENT

CONTEXT

NEIGHBORHOOD CONNECTIONS



The City is committed to improving nearby neighborhoods that are both served by and impacted by neighborhood uses.

These neighborhoods include the Old Town Historic District, featuring primary Colonial Revival style houses; and the South Center Street Historic District, comprised of Bungalow/Craftsman style homes. Both these historic districts abut the downtown business district, and other multi-family and single family housing has been constructed on nearby streets adjoining the University of Texas at Arlington.

Additional housing development is expected in the coming years, and the City needs to attract and retain quality housing stock, while working to improve and maintain existing housing around the downtown area.

REDEVELOPMENT AND REINVESTMENT

CONTEXT

A cycle of success and reward should be followed, with small, relatively inexpensive steps taken at first, and then taking larger steps as momentum grows. Even small changes can build confidence in the downtown's investment potential. – City of Arlington: Downtown Master Plan



CURRENT CHALLENGES

- Necessity of land assembly for redevelopment, due to fragmented ownership
- Scattered, low density development; no strong retail presence
- Dedicated funding and cohesive support for redevelopment ideas

INDICATORS OF PERFORMANCE

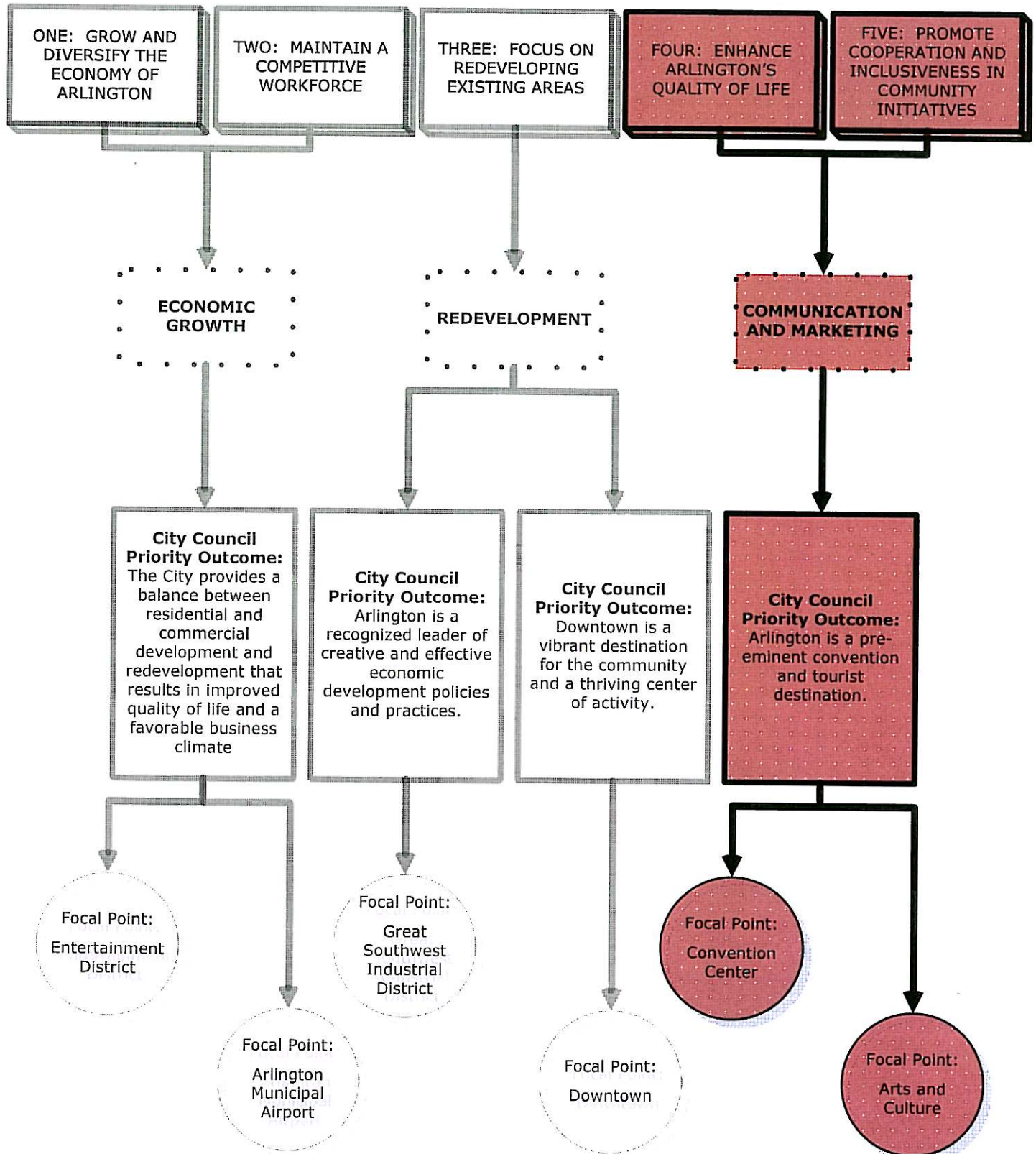
- Increase in the number of new construction and redevelopment projects completed each year
- Implementation of a marketing plan
- Reduction in the area of land used for surface parking and uses with

DOWNTOWN INITIATIVES FOR FISCAL YEAR 2008

Existing Resources

- Construct Founders Park
- Install Wayfinding Signage
- Initiate Center Street Pedestrian Trail Construction
- Facilitate Development of UTA Special Events Center and College Town Adjacent to Downtown
- Facilitate Development of Center Street Station
- Facilitate Development of "The V" lofts and offices

GOALS OF THE CHAMPION ARLINGTON STRATEGY



COMMUNICATION AND MARKETING

Champion Arlington Goal Four:

Enhance Arlington's
quality of life

Champion Arlington Goal Five:

Promote cooperation
and inclusiveness
in community initiatives

City Council Priority Outcome:

Arlington is a pre-eminent
convention and
tourist destination.

Arlington is the 49th largest city in the United States, surpassing St. Louis, Raleigh, Cincinnati, Tampa, and Pittsburgh. It is the 7th largest city in Texas. The City contracts with the Arlington Chamber of Commerce for specific services, including assisting with development of a brand identity and comprehensive marketing strategy, recruitment of companies in targeted industry clusters, marketing key assets like the Great Southwest Industrial District and the Municipal Airport, and working with all Chambers of Commerce in Arlington to develop a multi-lingual and multi-cultural marketing campaign to engage citizens and business owners in local initiatives.

Context

FAST FACTS

MARKETING ON THE INTERNET

www.arlingtontx.com

Learn about incentives available to businesses, read the most recent Arlington Business Outlook Survey, find links to a variety of business resources, click to play videos about Arlington by target industry

www.arlingtontx.gov

Find articles about the City government highlighting activities and awards, learn about regulations and guidelines

www.arlingtonisites.com

Search for available locations by type of commercial building or property

www.arlington.org

See comprehensive lists of places to stay, attractions, events, shopping, and meeting facilities

COMMUNICATION AND MARKETING

FAST FACTS

BOOSTING THE ARTS

The purpose of the Arts and Cultural Grants Program is to promote, encourage and assist in the application of the arts. Hotel occupancy taxes totaling \$100,000 are used to fund grant program. The program is designed to foster a high level of quality, creativity and diversity in all forms of arts and cultural programs in Arlington and to forge new partnerships with the city's arts and cultural agencies and private sector. In 2006, the City awarded \$100,000 in arts grants. In 2007 (subject to Council approval), the City will provide \$100,000 to the Arlington Chamber Foundation's Arlington Arts Alliance. The Arts Alliance will work to increase matching funds and will award the grants.

RANGERS BALLPARK: NOT JUST SPORTS

One of the signature features of Rangers Ballpark in Arlington is the four-story office building that encloses the structure from left center to right center fields. The office building has 35,000 square feet on each level. The first floor includes retail shops and ticket windows, the second and third floors are leased for commercial office space, and the Rangers' executive offices occupy the fourth floor. This unique complex also includes a baseball museum and a children's learning center within the ballpark, and a youth baseball park, 12-acre lake, and parks and recreation space on the perimeter. Total cost of the project was approximately 191 million dollars. Annual impact of the Texas Rangers games alone is estimated at \$46 million.

--Economics Research Associates



ARLINGTON CONVENTION AND VISITORS BUREAU THREE YEAR DESTINATION MARKETING PLAN

Destination marketing for the Arlington by the Arlington Convention and Visitors Bureau (ACVB) is planned to expand geographically each year: FY 2007 targets Texas, Louisiana, and Oklahoma; FY 2008 Arkansas and Missouri will also receive aggressive marketing; FY 2009 will broaden the market to all central states from the Gulf Coast to the Canadian border. Included in this detailed marketing plan are:

CATEGORIES	ACTIONS
<ul style="list-style-type: none">• e-commerce• convention sales and marketing• tourism sales and marketing• communication, public relations and research• joint community partner initiatives	<ul style="list-style-type: none">• website development• membership in tourism industry organizations• client services• sales calls, site visits, direct mail• trade show presence• tour group, trade, and consumer advertising• new market development

COMMUNICATION AND MARKETING

FAST FACTS

IMPORTANT INDIRECT MARKETING

Local companies with national and international business market Arlington when their location is included in corporate discussions, news articles, and specialized periodicals.

hotels.com



The hotels.com contact center in Arlington employs 700 people who book and resolve issues with domestic and international hotel, air, and car reservations. Nationwide customers make requests online and by phone. A corporate travel department handles requests by executives and VIP travelers from corporate customers.



FIRST CASH

First Cash Financial Services, Inc. is a leading provider of specialty consumer financial services and related retail products. The Company's principal executive offices are in Arlington. It has been recognized for five consecutive years by Forbes magazine as one of its "200 Best Small Companies", based on profitability and growth performance.

CHASE



The JPMorgan Chase Customer Service Center in Arlington is one of six in the country, and employs 1,100 people. Chase located the center in Arlington "Because of its excellent workforce, available land and spirit of cooperation" according to an executive. JPMorgan Chase is a leading global financial services firm with operations in more than 50 countries.



ProLogis

ProLogis owns and manages distribution facilities in North America, Europe, and Asia, including 37 in the Great Southwest Industrial District and 3 in the Arlington Corporate Center. The ProLogis team provides supply chain network design, site selection and negotiation, and material handling system integration for customers.



Donruss Playoff, L.P., headquarters in Arlington. The company has the reputation among sports-memorabilia collectors as the manufacturer of the finest, high-end trading cards available, under eight brand names. Continued innovations in sports cards and card games has maintained that status since the company's beginning in 1954.

TANDY BRANDS

ACCESSORIES, INC.

The principal executive offices of Tandy Brands Accessories, Inc. are located in Arlington. The company designs, manufactures and markets fashion accessories under a variety of major national and private brand names. Shares are traded on NASDAQ as "TABC", bringing additional national attention to Arlington.



WaMu

Providian

In 2005, Providian became the Washington Mutual Card Services Division. The Division is a leading provider of credit cards to mainstream American consumers, and has more than 3,000 employees across the US, including a payment processing center in Arlington.



The Rangers continue to be a major icon for Arlington nationwide. The Rangers hired a new manager in November, 2006, and changes in the team roster have added depth. In addition, the Texas Rangers Baseball Foundation supports endeavors in the Dallas-Fort Worth Metroplex, directing much of its work toward youth activities.



TEXAS HEALTH RESOURCES

Texas Health Resources is one of the largest faith-based, nonprofit health care delivery systems in the US. Its headquarters are located in Arlington. Recently, the City helped facilitate leasing 100,000 square feet in the Chase Bank building for use as a central billing office with 430 employees located downtown.



Citadel Broadcasting (CDL on the NYSE), headquartered in Arlington, is the third largest radio group in the US, with a strong national footprint reaching more than 50 markets. It also owns and operates ABC Radio Networks, which creates and distributes programming to more than 4,000 affiliates.

COMMUNICATION AND MARKETING



National Semiconductor's Arlington facility produces and supports many of the company's analog products, office automation and communications equipment, and embedded control products used in vehicles. The site also houses the North American customer service center, and supports semiconductor curriculum in Mansfield ISD and Tarrant County College.



In June, 2007, Resonant Sensors, Inc. of Arlington received a grant of \$600,000 from the Texas Emerging Technology Fund for further development and commercialization of its new class of sensors for use in the production and evaluation of biomedical compounds and drugs. These sensors are based on patented technology licensed from UTA.



Pratt & Whitney has three industrial locations in the Great Southwest Industrial District, totaling 140,000 square feet and employing 320. These locations specialize in superalloy repair and coating of commercial aircraft engines and are part of Pratt & Whitney's global network of repair and service companies.



The GM Assembly plant donates robots from the plant to support UTA's Automation and Robotics Research Institute (ARRI). GM awarded ARRI the contract to remove frame spacers at the plant, a real-world issue to resolve. GM staff provide environmental engineering expertise to regional committees on environmental issues and emergency response.



Bell Helicopter Textron's XworX experimental facility is located at the Arlington Municipal Airport. Arlington makes world news when a new helicopter takes its first flight at the facility. XworX staff are part of Bell's research and development program, supporting Bell's Fort Worth headquarters.



The primary data center Atos Origin's North American operation is in Arlington, visible within the information technology services world when a major new contract is announced. Atos Origin is an international company that provides systems integration, consulting, and operations management. It employs 46,000 people in 40 countries.



Located in Arlington, the Region IV Office of the US Nuclear Regulatory Commission, oversees inspection of nuclear power plants in 22 states and the licensing of medical, academic, and industrial users of radioactive materials. It would also implement the Agency's Incident Response Plan. Region IV employs 150 people locally.



ARRI's mission is to stimulate economic growth through a combination of leading edge research and comprehensive manufacturing extension services. In 2006, The Institute received a grant of \$500,000 from the Texas Emerging Technology Fund for research aimed at creating robotic faces that can learn by replicating human expressions.



A.E. Petsche has more than 25 offices worldwide and headquarters in Arlington. The company distributes high-performance wire and cable products to manufacturers of aircraft and military equipment, and designs, assembles, and distributes custom cable and wire systems. Gulfstream Aerospace named Petsche Gulfstream Supplier of the Year for 2006.



The 750 employees at the Link Simulation and Training division of L3 communications develop software, design visual systems, and create and support advanced simulation technology and training systems used military aviation training. An additional 1,300 technical staff provide training at military installations around the world.



Headquartered in Arlington, Decision Analyst is a leading international marketing research and consulting firm committed to helping its clients achieve continuous competitive advantage through decision-focused, quality-driven marketing research, information systems, and analytic technologies. The firm serves Fortune 500 and other companies.

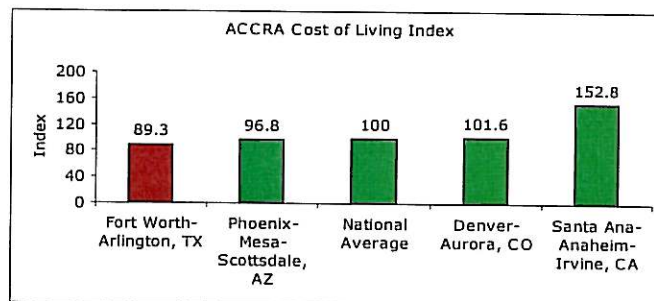
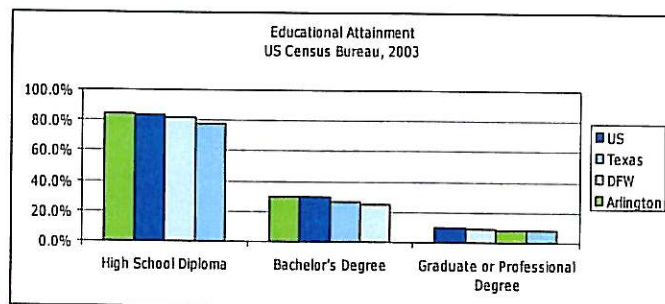
COMMUNICATION AND MARKETING

REGIONAL AND NATIONAL CONTEXT

WHAT DO COMPANIES LOOK FOR?

An April, 2007, Fortune 500 magazine report states that companies move to cities that have:

- Ready, available sites with clear ownership and completed site studies
- Available, quality, and cost-effective labor pool
- Serious and strong commitment to workforce development including vocational and technical programs at all levels of public education. Technical college and high-impact training programs must be present. Education and training programs between existing industry and the education community
- Quality of life assets
- Quick and accurate investment information process for development and redevelopment sites.



UNIVERSITY OF TEXAS AT ARLINGTON (UTA)

At UTA, nearly 25,000 students pursue more than 180 bachelors, masters and doctoral degrees in an extensive range of disciplines. U.S. News & World Report recently named three UT Arlington distance education programs among the best in the nation.

The Carnegie Foundation for the Advancement of Teaching classifies UT Arlington as a Research University/High Activity. The University's research and sponsored activities funding has increased by 80 percent since 2001. During the same time period, the number of startup companies derived from UT Arlington technologies has increased four-fold and the number of patents filed by more than 800 percent.

The Chemistry and Physics Building opened in spring 2006 and features more than 124,000 square feet of research space and a state-of-the-art planetarium open to the public. Future additions include an \$80 million engineering research building.

An expansion and renovation of the Maverick Activities Center will add more than 80,000 square feet of space and include more than 80 pieces of cardio equipment, three circuit weight systems and a complete selection of free weights.

UT Arlington's diverse student body hails from all corners of the United States and almost 130 countries. Nearly 300 campus organizations give students myriad opportunities to become active participants in the Maverick community.

COMMUNICATION AND MARKETING

REGIONAL AND NATIONAL CONTEXT

"DEMOGRAPHICALLY,

the country is growing, aging and diversifying.

ECONOMICALLY,

the nation is being transformed by globalization, deindustrialization, and technological innovation.

CULTURALLY,

the nation is changing its attitude towards cities and urban living.

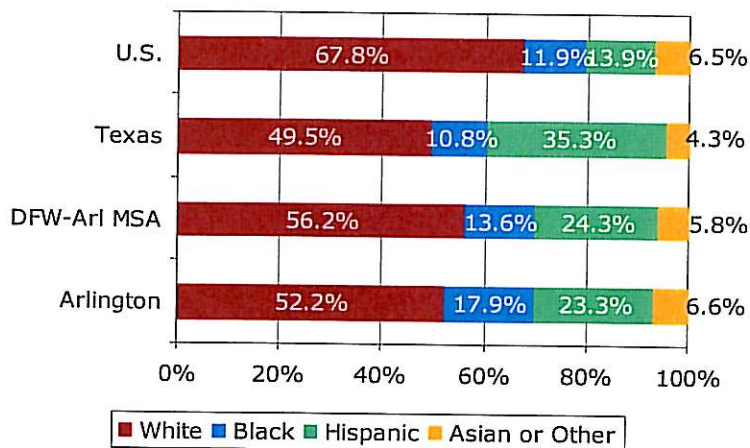
THE RESULT:

Cities and first suburbs have an opportunity to attract and retain young professionals, childless couples, baby boomers, new immigrants and the assets of the knowledge economy."

-- The Changing Shape of the City, Robert Puentes, The Brookings Institution, 2006

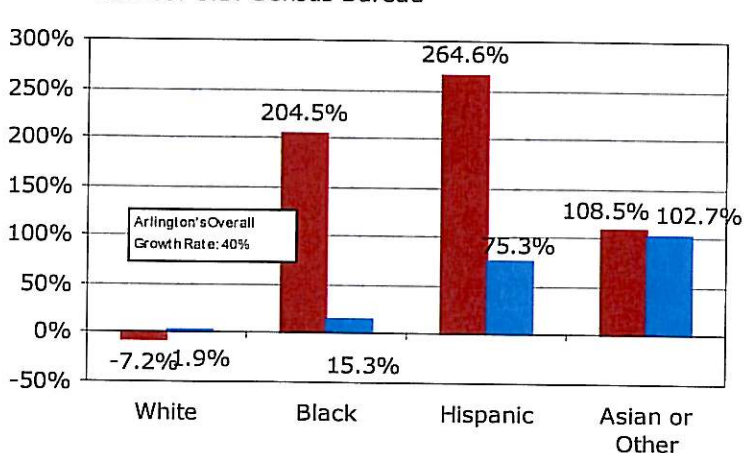
Race and Ethnic Composition, 2003

Source: U.S. Census Bureau



% Change in Race and Ethnicity, 1990-2003

Source: U.S. Census Bureau



REGIONAL "MELTING POT"

The Dallas-Fort Worth-Arlington metro area can be defined as a "melting pot". Migration between 2000 and 2005 show 220,203 people came to the area by immigration, versus 91,278 by domestic migration. The 2005 race-ethnicity breakdown was 54% white, 14% black, 5% Asian and 26% Hispanic. "Melting pot metros" have experienced large immigrant-driven Hispanic and Asian population growth in recent decades.

-- Melting Pot Suburbs: A Census 2000 Study of Suburban Diversity, William Frey, The Brookings Institution, 2001

COMMUNICATION AND MARKETING

CURRENT CHALLENGES

- Lack of a singular marketing plan: Arlington has a loose coalition of marketing entities that can be better coordinated in the future.
 - Convention and Visitors Bureau (CVB) – The CVB has defined its mission as promoting “Fun Central Arlington” as a vacation and convention destination.
 - Arlington Chamber of Commerce – Part of the Arlington Chamber’s goal is to foster a positive business environment through enhancement and diversification, with a local and regional focus.
 - International Protocol Center – The International Protocol Center was created this year to enhance the City’s ability to attract and create international business opportunities.
 - City’s Office of Communication – Communication of current issues and news events to residents is primarily accomplished through the City’s Office of Communication.
- Need for technical tools and resources to enhance communication to the public and various markets

Indicators of Performance

Create a marketing and branding plan

Increase promotion of Arlington through media,
business industry, and local association publications

Develop investor opportunity materials for targeted geographic locations
such as the Great Southwest Industrial District and Tierra Verde

COMMUNICATION AND MARKETING INITIATIVES FY 2008

New Investment

- Special Events Coordinator

Existing Resources

- Complete Citywide Branding Strategy
- Fully Develop "Champion Arlington" Website to International Economic Development Council Standards
- Complete Tierra Verde Marketing Brochure
- Create Great Southwest Marketing Brochure
- Complete Year Two of the CVB Marketing Plan and Broaden to Incorporate New Assets
- Coordinate with Governor's Office of Tourism
- Establish Public Art Project to Launch City Brand and New Entertainment District Assets

COMMUNICATION AND MARKETING

Focal Point: Arlington Convention Center

FAST FACTS

Since 2000 growth in supply of convention center space has exceeded growth in demand. Demand actually declined in 2002, 2003, and 2004; however it now appears to be on the rebound.

Meeting room and exhibit hall space limit the types of events possible, including state association meetings, which are typically a key segment for convention centers similar in age and size. Arlington Convention Center has remained competitive by targeting groups specifically seeking the advantages of its affordability, location, and accessibility.

The Arlington Convention Center's strengths include customer service and relationships that foster repeat business, and central location within the metroplex, drawing outside dollars into the economy even for "local" events.

In Fiscal Year 2006, the convention center hosted 250 events and 311,000 attendees.

CONTEXT



The WBTshowcase is the nation's premier event showcasing the largest collection of undiscovered technologies emanating from top universities, labs, and research institutions from across the country and around the globe. The event has been held at the Arlington Convention Center for the past four years and is co-hosted by the Office of the Governor of Texas, the City of Arlington, and the Arlington Chamber of Commerce.

COMMUNICATION AND MARKETING

INDICATORS OF PERFORMANCE

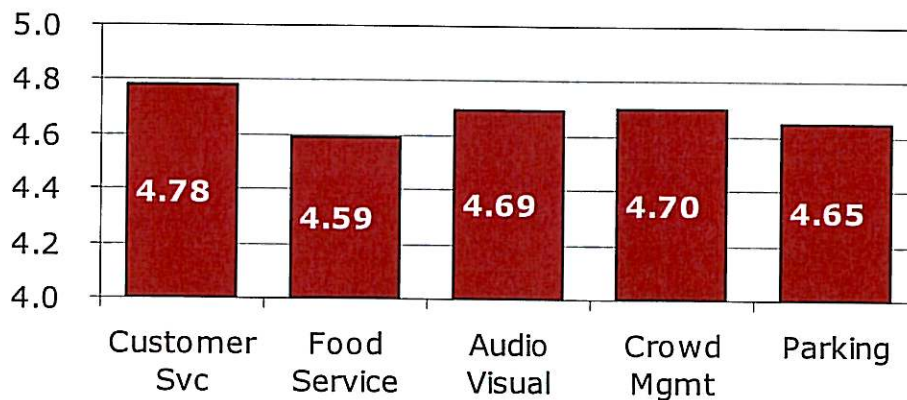
meet or exceed projected event demand: 200 events and 300,000 attendees

create positive net operating income

establish a funding mechanism for facility expansion

COMPETING THROUGH CUSTOMER SERVICE

FY 2006 Actual Survey Results
top score possible: 5



CURRENT CHALLENGES

- Stiff competition for events by newer, larger facilities within 20 miles that have full-service hotels attached, especially Gaylord Texan in Grapevine and Fort Worth Convention Center.
- Major construction near the convention center for the next two years
- Competition for small functions with hotels that have greater flexibility on price and supply availability, and which are aggressively pursuing business.
- Construction of a convention center with a similar profile in the City of Irving, projected to begin marketing to compete for future events within the next three months.

In order to have long-term success, the convention center may have to attract additional demand segments. State association business and corporate meetings are the best sources of future growth potential.

-- Arlington Convention Center and CVB Market Study and Appraisal, HVS, May 2006

COMMUNICATION AND MARKETING

Focal Point: Bringing in the Crowds with the Arts

ARLINGTON, TEXAS
FOURTH OF JULY PARADE

Arlington Independence Day Parade is the largest 4th of July parade in the state. The annual event attracts an estimated 50,000 spectators. More than 3,000 people participate in the parade. 2007 marks the 42nd year of the parade with 144 entries, including 60 floats.

Arlington Music Hall

The 1,200-seat Arlington Music Hall - where Johnnie High's Country Music Revue makes its home - is available to host meetings, receptions, reunions and concerts. The Arlington Music Hall is equipped with a recording studio, snack bar and gift shop. For more than 30 years, Johnnie High's Country Music Revue has entertained country music fans, and the show has been named 4 times the Live Country Music Show of the Year by the National Organization of Country Music Associations. The Revue is currently taping a series of television shows to be aired nationally on HDTV beginning in September.



Caelum Moor, created by sculptor Norm Hines, was one of the largest environmental sculptures of the Western Hemisphere. From 1986 until 1997, the collection of 22 stones stood at the headwaters of Johnson Creek in Arlington, Texas. The Parks and Public Works Departments, along with developers, are working to locate the stones within the Entertainment District.



Symphony Arlington has a mission to enhance the quality of life in our growing and diverse community by inspiring, entertaining and involving citizens and organizations through music concerts of superior cultural and educational value. Debuting in 2000, today Symphony Arlington serves the community as one of the core cultural attractions in Arlington. Concerts are held at the Metro Center, shown above.



Six Flags Over Texas Amusement Park hosts concert and festivals, such as the One Voice Concert Series Weekend, Best of Texas Festival, and Holiday in the Park. The show Cirque Dreams Coobril highlights a new summer celebration called Late Nights at Six Flags — an all-out party atmosphere with a nightly parade, street bands, jugglers, performers and thousands of twinkling lights all over the park.



COMMUNICATION AND MARKETING

Texas Scottish Festival & Highland Games

The annual **Texas Scottish Festival and Highland Games**, now celebrating its 21st year, are held at Maverick Stadium. The Festival hosts top Scottish musicians, professional athletes, and champion highland dancers, along with booths selling an array of food and merchandise from Scotland. An attendance in excess of 40,000 is expected for the three day event.



The four-day 2007 Arlington **Martin Luther King Jr. Celebration** includes a banquet, art and college preparatory program, step show, multicultural festival, worship service and youth concert. Six high school students from Arlington received savings bonds and college scholarships through the "Sharing the Dream" Essay and Art Contests.

Arlington Museum of Art

The **Arlington Museum of Art**, located in downtown Arlington, is home to several current exhibits, art education classes, lecture series, and performing arts organizations. AMA is the state's only museum that focuses on Texas Contemporary Art.



Metropolitan Classical Ballet Based in Arlington, this professional ballet company is now regarded as one of the most successful ballet companies in Texas. Committed to upholding the highest possible dance standards, Metropolitan Classical Ballet brings the art of classical ballet to virtually all socioeconomic levels. The Company has captured an enthusiastic response from the public and gained critical acclaim as a world-class company, not only for its original repertoire, but also for the great technique and strong artistic personalities of its dancers.

Fielder House Museum Built in 1914 by Arlington leader James Park Fielder, this prairie-style home contains a turn-of-the-century barbershop, bedroom, general store and special exhibits on area history.



The **Texas Radio Theatre Company** presents the best in modern audio theater performances, recorded in front of an audience, featuring award winning original works and classic adaptations.

Theatre Arlington Theatre Arlington presents critically acclaimed, award-winning plays and musicals in an intimate theatre setting of 200 seats.

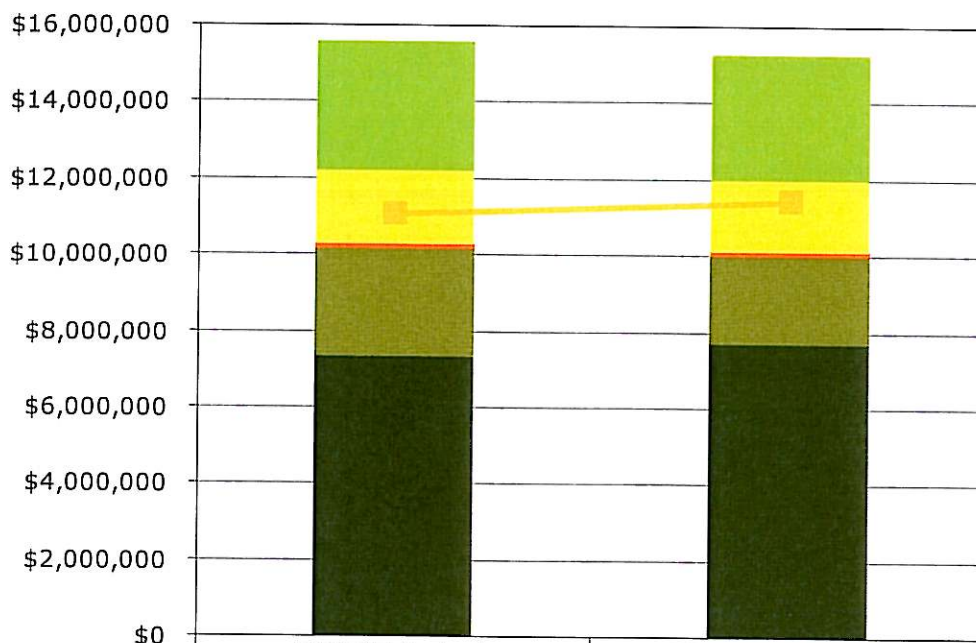
THE ECONOMIC DEVELOPMENT SERVICES TEAM

The Economic Development Services Team consists of employees creatively making use of available funds to maximize return on investment. The team consists of 112 employees in four functional areas reporting to a deputy city manager, along with three contracts for service with other entities. From FY 2007 to FY 2008, budgeted expenditures declined \$220,000, while expected revenues increased \$355,000. The ED Service Team works with two funds and several revenue streams. In addition, almost all capital projects at the Airport are funded by competing for federal and state grants.

	FY 2007 Budget	FY 2008 Proposed
General Fund	\$7,958,597	\$7,732,152
Convention and Event Services Fund	\$7,619,004	\$7,625,274
TOTAL EXPENDITURES not including Airport capital projects	\$15,577,601	\$15,357,426

General Fund Revenue	\$3,782,265	\$3,816,965
Convention Center Revenue	\$2,440,000	\$2,519,000
Hotel Tax Revenue	\$4,830,000	\$5,071,500
TOTAL REVENUES	\$11,052,265	\$11,407,465

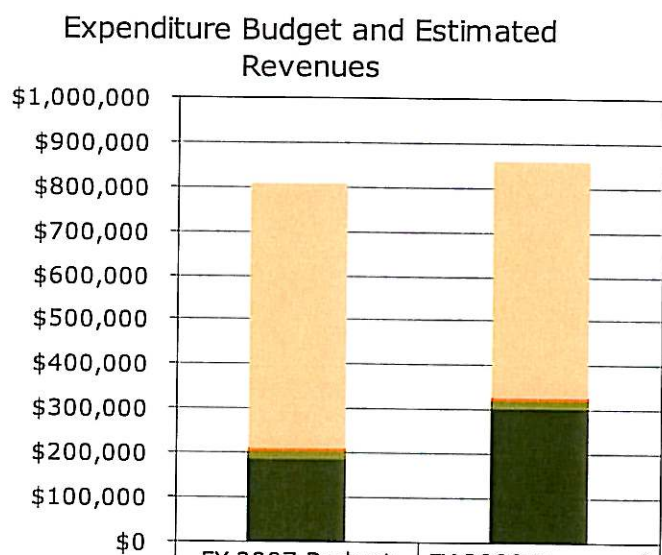
Expenditure Budget and Estimated Revenues



	FY 2007 Budget	FY 2008 Proposed
Contracts For Service	\$3,391,578	\$3,326,578
Capital (not incl airport), Debt, Indirect Svcs	\$1,942,285	\$1,867,163
Travel, Training	\$68,275	\$79,723
Supplies, Maintenance	\$2,837,386	\$2,306,801
Salaries, Benefits	\$7,338,077	\$7,712,161
Revenue	\$11,052,265	\$11,407,465

ECONOMIC DEVELOPMENT OFFICE

Mission: To leverage public resources to stimulate private investment for development and redevelopment and implement strategies to enhance Arlington's opportunity to be an active participant in the global marketplace.



ECONOMIC
DEVELOPMENT

ECONOMIC DEVELOPMENT OFFICE

1 Manager,
2 Specialists

CHAMBER OF COMMERCE (contract)

DOWNTOWN MGMT CORP
(contract)

The **Economic Development Office** is focused on the five goals of the Champion Arlington Strategy, and is tasked with creating an environment and customer service spirit that attracts new residents, consumer spending, quality investment, and job creation. The Office was established in FY 2007.

ARLINGTON CHAMBER OF COMMERCE

Mission: To serve as the primary catalyst for Arlington's economic development, fostering a positive business environment through the enhancement and diversification of our economic base, representing the business community on public policy and community issues that impact the ability of Arlington citizens and businesses to reach their full economic potential.

DOWNTOWN MANAGEMENT CORPORATION

Mission: To forge alliances between property owners, business interests, residents and the City of Arlington to improve and enhance the economic vitality and overall environment of Downtown Arlington. The Downtown Arlington Management Corporation is a private, non-profit community development organization. Through its contract for services with the City of Arlington, which began in August 2006, the Corporation is charged with initiating and managing economic development efforts for the Downtown and University District.

RESOURCES

AVIATION

Mission: To maintain, operate, and develop the Arlington Municipal Airport

AVIATION

AVIATION

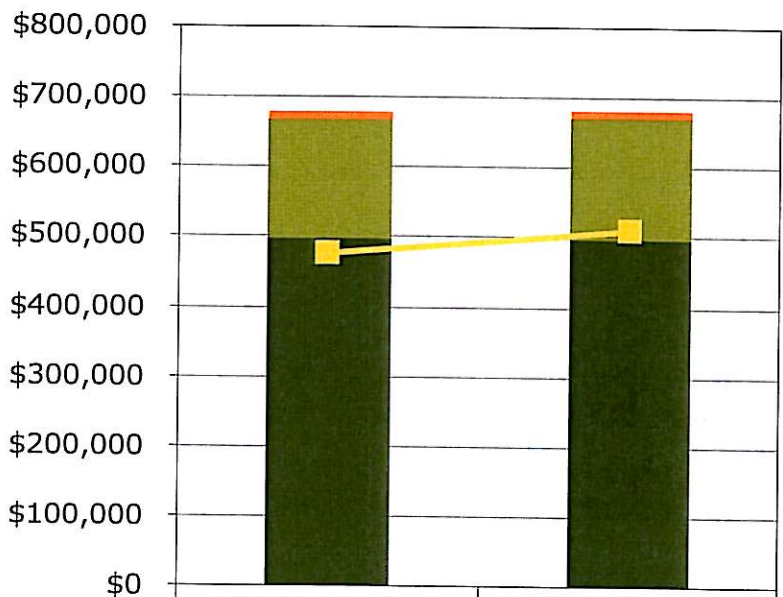
1 Manager,
1 Asst Manager

1 Administrative Staff

1 Operations Supv
4 Maintenance Techs

The **Arlington Municipal Airport** is a full-service general aviation "reliever" airport owned and operated by the City of Arlington. In addition to enforcement of FAA, state, and local airport rules, the primary tasks performed by Aviation include maintenance of buildings, grounds, and airport infrastructure; land leasing and terminal building office leasing; airport security; and hangar and tie-down rental. Aviation staff apply for federal financial assistance grants to supplement bond funds for construction of improvements to the airport infrastructure and to fund airport planning studies.

Expenditure Budget and Estimated Revenues

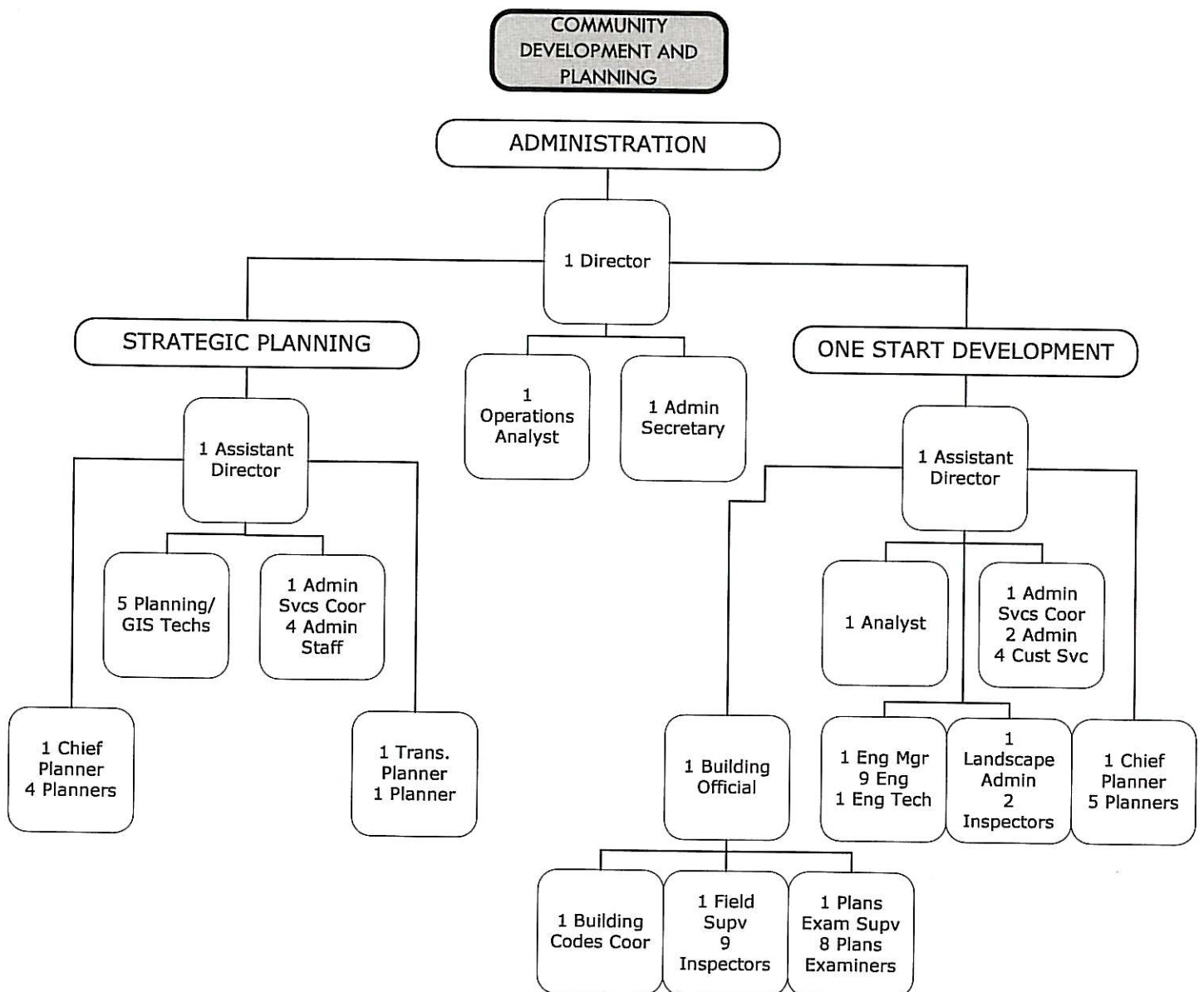


	FY 2007 Budget	FY 2008 Proposed
Capital	\$0	\$0
Travel, Training	\$6,950	\$7,561
Supplies, Maintenance	\$169,978	\$173,274
Salaries, Benefits	\$499,450	\$499,011
Leases and Rentals	\$474,165	\$508,865

COMMUNITY DEVELOPMENT AND PLANNING

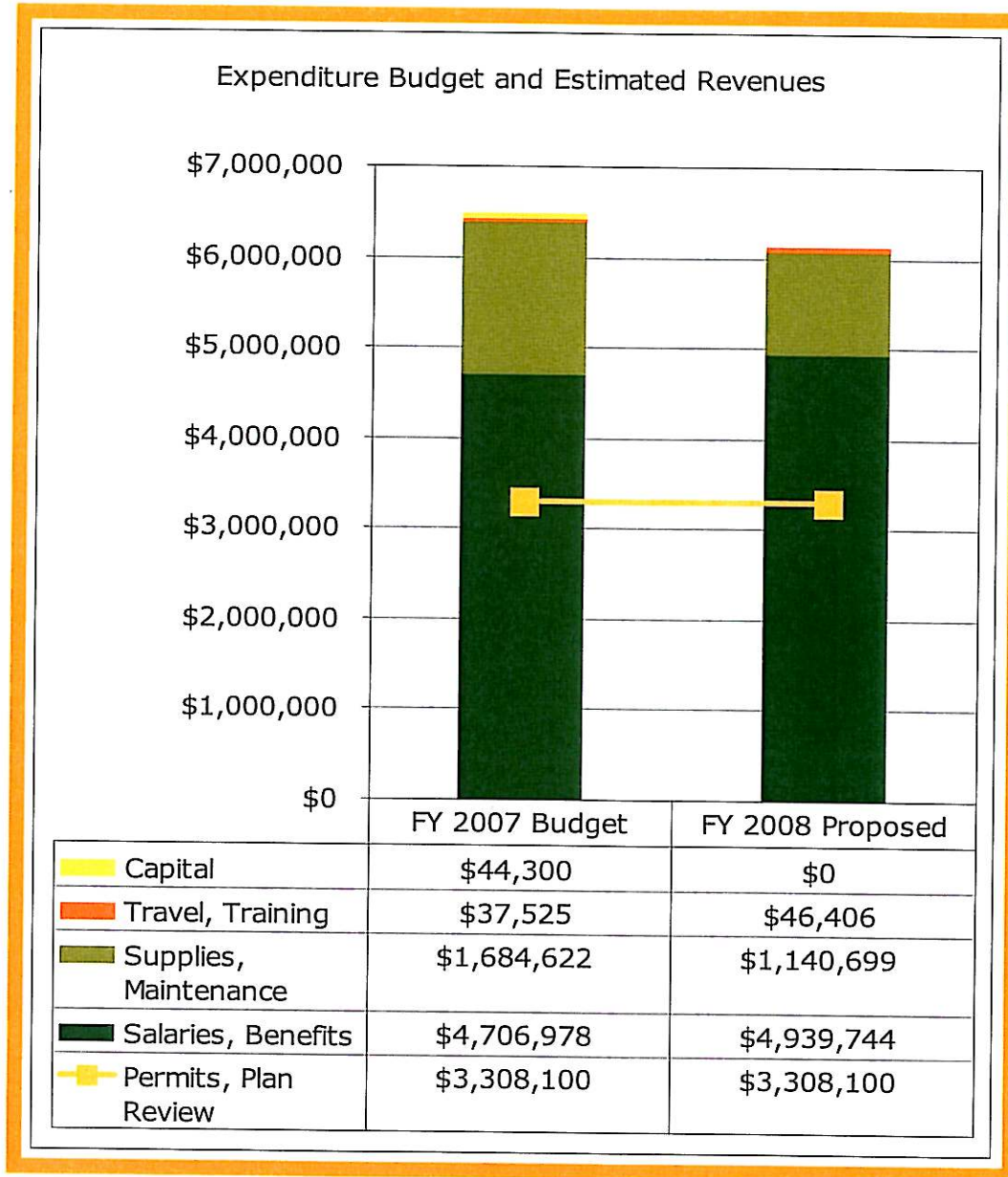
Mission of One Start Development: To enhance Arlington's quality of life by guiding its physical, social and economic development and to enhance private construction of safe, sound and accessible buildings by providing plan review and inspections

Mission of Strategic Planning: To prepare comprehensive and special plans to guide sustainable growth that provides a balance between residential and commercial development and redevelopment, resulting in improved quality of life and a favorable business climate.



RESOURCES

The **Community Development and Planning Department** guides the economic development activities within the city by striving to ensure sound construction of structures within the context of the Comprehensive Plan. The department also provides planning and analysis services for targeted areas and assists in determining design standards for the city.



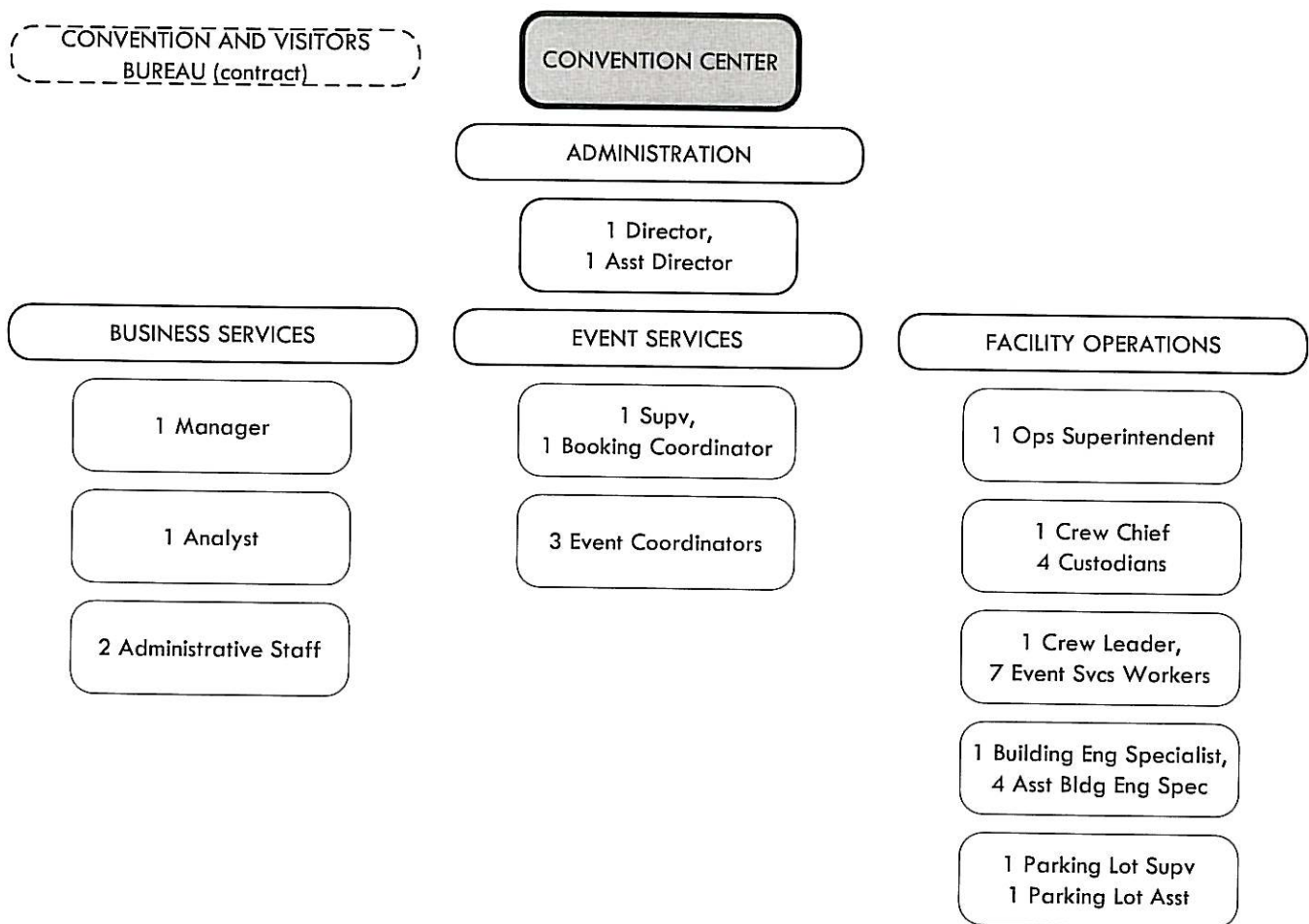
In addition to the amounts listed to the left, the Community Development and Planning Department is requesting Council approval for additional expenditures in FY 2008:

Planning Consultant to Create Housing and Redevelopment Strategy	\$75,000
New Signs for Downtown Wayfinding	\$50,000
Legal Services for Impact Fee Study	\$40,000

CONVENTION CENTER

Mission: To enhance the local economy by providing services and programs that are responsive to a diverse workforce and clientele while demonstrating fiscal responsibility and to ensure that the services provided are effectively managed within established schedules, mandated budgets, and recognized standards.

The **Convention and Event Services Fund** includes the funding for debt service and operation of the Arlington Convention Center, the Arlington Convention and Visitors Bureau (ACVB), and operational support to the Fielder House Museum. Fund revenues are from convention center operations and Hotel/Motel Occupancy Tax.

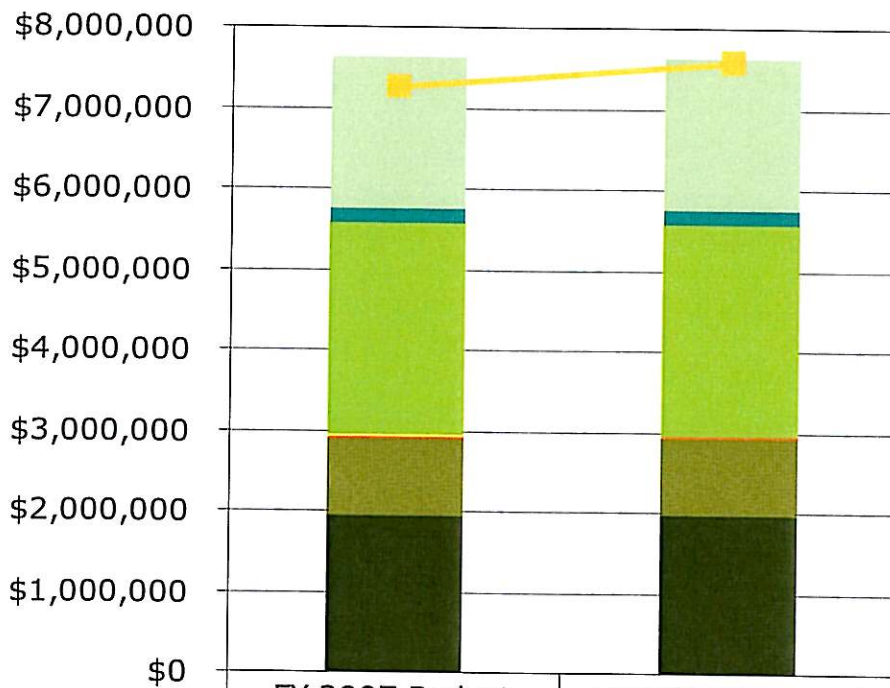


CONVENTION AND VISITORS BUREAU

Mission: To sell, market and promote FUN CENTRAL, Arlington, Texas as a getaway, vacation and convention destination to travelers, vacationers, meeting planners, travel writers, tour groups and sports event planners.

RESOURCES

CONVENTION AND EVENT SERVICES FUND Expenditure Budget and Estimated Revenues (revenue = rental, parking, hotel tax, etc)



	FY 2007 Budget	FY 2008 Proposed
Debt, Indirect Svc.	\$1,861,485	\$1,867,163
Arts, Downtown	\$170,000	\$170,000
ACVB Contract	\$2,623,578	\$2,623,578
Capital	\$36,500	\$0
Travel, Training	\$19,800	\$20,196
Supplies, Maintenance	\$963,786	\$975,528
Salaries, Benefits	\$1,943,855	\$1,968,809
Revenue	\$7,270,000	\$7,590,500

In addition to the amounts listed to the left, the Convention Center is requesting Council approval for additional expenditures in FY 2008:

Special Events Coordinator Position	\$99,850
Entry and Interior Improvements	\$30,000

ECONOMIC DEVELOPMENT SERVICES TEAM
2008 BUSINESS PLAN
Leading Our Competitive Spirit